Calhoun: The NPS Institutional Archive

DSpace Repository

Theses and Dissertations | 1. Thesis and Dissertation Collection, all items

1996-06

Mission essential service: evaluation and enrichment of afloat MWR initiatives

Kennett, David A.

Monterey, California. Naval Postgraduate School

http://hdl.handle.net/10945/32092

This publication is a work of the U.S. Government as defined in Title 17, United States Code, Section 101. Copyright protection is not available for this work in the United States.

Downloaded from NPS Archive: Calhoun

http://www.nps.edu/library

Calhoun is the Naval Postgraduate School's public access digital repository for research materials and institutional publications created by the NPS community. Calhoun is named for Professor of Mathematics Guy K. Calhoun, NPS's first appointed -- and published -- scholarly author.

Dudley Knox Library / Naval Postgraduate School
411 Dyer Road / 1 University Circle
Monterey, California USA 93943

NAVAL POSTGRADUATE SCHOOL
MONTEREY, CALIFORNIA

THESIS

DTIC QUALITY INSPECTED 4

MISSION ESSENTIAL SERVICE:
EVALUATION AND ENRICHMENT OF
AFLOAT MWR INITIATIVES

by

David A. Kennett

June, 1996

Thesis Advisors: Alice M. Crawford
Benjamin J. Roberts

Approved for public release; distribution is unlimited.

19960930 038

REPORT DOCUMENTATION PAGE

Form Approved OMB No. 0704-0188

Public reporting burden for this collection of information is estimated to average 1 hour per response, including the time for reviewing instruction, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to Washington Headquarters Services, Directorate for Information Operations and Reports, 1215 Jefferson Davis Highway, Suite 1204, Arlington, VA 22202-4302, and to the Office of Management and Budget, Paperwork Reduction Project (0704-0188) Washington DC 20503.

1. AGENCY USE ONLY *(Leave blank)*	2. REPORT DATE	3. REPORT TYPE AND DATES COVERED
	June, 1996	Master's Thesis / Dec 95 - Jun 96

4. TITLE AND SUBTITLE	5. FUNDING NUMBERS
MISSION ESSENTIAL SERVICE: EVALUATION AND ENRICHMENT OF AFLOAT MWR INITIATIVES	
6. AUTHOR(S) Kennett, David A.	
7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES) Naval Postgraduate School Monterey CA 93943-5000	8. PERFORMING ORGANIZATION REPORT NUMBER
9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES) Bureau of Naval Personnel, MWR Division (PERS-651) NSA Memphis, Millington, Tennessee 38054	10. SPONSORING/MONITORING AGENCY REPORT NUMBER

11. SUPPLEMENTARY NOTES The views expressed in this thesis are those of the author and do not reflect the official policy or position of the Department of Defense or the U.S. Government.

12a. DISTRIBUTION/AVAILABILITY STATEMENT	12b. DISTRIBUTION CODE
Approved for public release; distribution is unlimited.	

13. ABSTRACT *(maximum 200 words)*

This thesis evaluates the effectiveness of medium-sized surface combatants with respect to managed MWR programming and positive organizational outcomes that relate to mission readiness. These social and professional outcomes include morale, cohesion, job satisfaction, organizational commitment, work stress reduction, wellness, good order and discipline, and productivity. Substantial evidence exists that well-managed afloat MWR and comparable private sector programs have a significant impact on these organizational outcomes, particularly cohesion and wellness. A field survey of 255 enlisted and officer personnel, and structured interviews of senior shipboard leaders, were conducted onboard six Cruiser and Destroyer-Class ships home ported in San Diego, California to assess the progress of afloat MWR in creating mission support outcomes. The study explored the association of MWR satisfaction levels for home port, underway, and visiting port programs to perceived outcome levels, and found the strongest evidence of these relationships through the interviews. There is also support for the relationship between leadership commitment and positive outcomes. However, large gaps still exist between the enlisted and officer communities in regard to MWR satisfaction levels and outcomes. These challenges can be met through committed and innovative top leaders, collaborative relationships at middle management levels, and the use of MWR to sustain cohesion throughout the ship's rank structure.

14. SUBJECT TERMS Navy MWR, Mission Essential Service, Positive Organizational Outcomes			15. NUMBER OF PAGES 319 16. PRICE CODE
17. SECURITY CLASSIFICATION OF REPORT Unclassified	18. SECURITY CLASSIFICATION OF THIS PAGE Unclassified	19. SECURITY CLASSIFICATION OF ABSTRACT Unclassified	20. LIMITATION OF ABSTRACT UL

NSN 7540-01-280-5500

Standard Form 298 (Rev. 2-89)
Prescribed by ANSI Std. 239-18 298-102

Approved for public release; distribution is unlimited.

MISSION ESSENTIAL SERVICE: EVALUATION AND ENRICHMENT OF AFLOAT MWR INITIATIVES

David A. Kennett
Lieutenant, United States Navy
B.A., Marietta (Ohio) College, 1983

Submitted in partial fulfillment
of the requirements for the degree of

MASTER OF SCIENCE IN MANAGEMENT

from the

NAVAL POSTGRADUATE SCHOOL
June 1996

Author: [redacted]
David A. Kennett

Approved by: [redacted]
Alice M. Crawford, Thesis Advisor

[redacted]
Benjamin J. Roberts, Thesis Advisor

[redacted]
Reuben Harris, Chairman
Department of Systems Management

ABSTRACT

This thesis evaluates the effectiveness of medium-sized surface combatants with respect to managed MWR programming and positive organizational outcomes that relate to mission readiness. These social and professional outcomes include morale, cohesion, job satisfaction, organizational commitment, work stress reduction, wellness, good order and discipline, and productivity. Substantial evidence exists that well-managed afloat MWR and comparable private sector programs have a significant impact on these organizational outcomes, particularly cohesion and wellness. A field survey of 255 enlisted and officer personnel, and structured interviews of senior shipboard leaders, were conducted onboard six Cruiser and Destroyer-Class ships home ported in San Diego, California to assess the progress of afloat MWR in creating mission support outcomes. The study explored the association of MWR satisfaction levels for home port, underway, and visiting port programs to perceived outcome levels, and found the strongest evidence of these relationships through the interviews. There is also support for the relationship between leadership commitment and positive outcomes. However, large gaps still exist between the enlisted and officer communities in regard to MWR satisfaction levels and outcomes. These challenges can be met through committed and innovative top leaders, collaborative relationships at middle management levels, and the use of MWR to sustain cohesion throughout the ship's rank structure.

TABLE OF CONTENTS

I. INTRODUCTION 1

A. INTRODUCTION TO NAVY MANAGED RECREATION 1

B. HISTORY AND EVOLUTION OF NAVY MANAGED RECREATION 5

1. 18th and 19th Century Growing Pains for MWR 5
2. MWR Developments from 1900 to World War I 6
3. Dr. Fosdick Shapes MWR Transformation During World War I . 7
4. Navy Establishes New Recreation Delivery System for World War II 10
5. Brightbill Committee Recommendations Motivate Post-WWII Strategies for Managed MWR 11
   a. The Three Phases of Managed Recreation 12
   b. The Committee's Principal Recommendations 14
   c. Commanding Officer's Impact on Free-Time Programming 15
   d. Recurrent Leadership / Training Problems Hamper Uniformity in the Execution of MWR Programming 16
   e. MWR Activities Positively Related to Morale and Mission Support 19
6. 1960-1990: The Build-Up and Diversification of Managed MWR Programs 20
7. The 1990s: Evolution of the Customer-Driven Approach to Managed MWR Program Delivery 23
8. The Rapid Development of "Outdoor" MWR Programming . . . 24
9. Fleet Recreation Pursues Diversification and Quantitative Assessment 27

II. LITERATURE REVIEW 31

A. INTRODUCTION TO THE LITERATURE 31

B. IMPACT OF CUSTOMER-DRIVEN MANAGED RECREATION ON ORGANIZATIONAL SUCCESS / PRODUCTIVITY 32

1. The 1990's: A Market-Driven Approach to Managed MWR Programming 32
2. The Impetus to Go Beyond the Market-Driven Philosophy 36
3. Impact of Psycho-Social Theories of Managed Recreation on Organizational Success 38

a. The Kelly Study - The Complex, Social Aspects of Recreation 38
b. Jackson and Dunn Study - Constraints on Recreation Programming 41
c. Impact of "Substitutability" in Managed Recreation on Organizational Success 42
4. Impact of Managed Recreation in a High-Performance Organization 44
a. Fundamental Needs / Characteristics of High-Performance Organization 44
b. The Power of Managed Recreation in Employee Involvement and Social Integration within the High-Performance Organization 45
c. Managed Recreation's Impact on Stress Reduction and the Optimum Combination of Task Performance and Quality of Working Life 45
d. Managed Fitness Programs' Unparalleled Impact on the High-Performance Organization 47
(1) The Mysteries of Quantification. 48
(2) The Success in Quantifying Absenteeism and Turnover Rates 49
(3) The Cox Study Quantifies the Impact of Managed Recreation 50
(4) The Short- and Long-Term Impacts of Managed Recreation on Organizational Success Factors . . 53
e. Examination of Managed Fitness Versus Productivity Yields Justifications for Capital Investment 54

C. MANAGED RECREATION'S IMPACT ON COHESION 57
1. Cohesion Defined / Impact in a Military Context 57
2. The "Boys in the Barracks" Syndrome 61
3. What the Literature Says About the Cohesion - Positive Outcomes Relationship in the Organization 63
a. Cohesion / Group Dynamics and Organizational Success 63
b. Studies of Cohesion and Team Performance Outcomes . 64
(1) Landers and Luschen 64
(2) Cohesion in Interacting Sport Outcomes: Williams and Widmeyer 65
(3) Influence of Group Goal-Setting on Cohesion / Performance 68
(4) The Cohesion-Leadership Interface in Explaining Managed Recreation Outcomes 72

(5) The Cohesion-Teambuilding Interface in Determining Group Outcomes in Managed Fitness 72
4. New Innovations in Social Networks Research 74
5. Criticality of Group Cohesion in Combat Zones 76

D. MANAGED RECREATION'S IMPACT ON JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT 77
1. Managed Fitness and the Relationship Between Job Satisfaction and Productivity 77
2. The Effects of Integrating the Work and Nonwork Boundaries . 77
a. The Three Organizational Responses to Nonwork 78
b. Synopsis of Kirchmeyer's 1995 Study of Work-Nonwork Boundaries 79
c. Synopsis of Kirchmeyer's 1992 Study of "Expansion" vs. "Scarcity Models 81

E. MANAGED RECREATION'S IMPACT ON WELLNESS (MENTAL AND PHYSICAL FITNESS) 84
1. Synopsis of Ragheb's Study of Recreation Participation / Satisfaction and Wellness 84
2. Conclusions Drawn from Ragheb's Research 86
3. Design and Implementation of Top-Notch Wellness Programs . . 86

F. MANAGED RECREATION'S IMPACT ON WORK STRESS REDUCTION 88
1. Corporate Study Determines Wellness Programs Reduce Stress Levels 89
2. Influence of Managed Recreation on Stress Coping Abilities . . . 90
3. Fleet Managed Recreation as a Principal Means of Accomodating Stress 91

G. MANAGED RECREATION'S IMPACT ON GOOD ORDER AND DISCIPLINE 92

H. COMPETING SERVICE CRITERIA AND THEIR EFFECTS ON DELIVERY OF MANAGED RECREATION 95
1. DoD Addresses Conflicts With Quality of Life Vision Statement 96
2. Corporate Sector Pursues Managed Recreation as Direct Supporting Structure 97
3. The Roles of Managed Recreation in Testing the Impact of Teamwork/ Participatory Democracy in the Workplace 98
4. The Inherent Dangers Presented by Excessive Commercialization of Managed Recreation 99

a. "McRec" Initiative Undemocratic, Discourages In-House Development of Managed Recreation 99

I. THE NAVY'S VISION FOR THE FUTURE OF MANAGED RECREATION 100
1. The Need for Quantitative Measurement of Managed MWR .. 102
2. New Objectives / Opportunities for the Navy's Managed MWR 103
a. DoD's $2.7 Billion Quality of Life Appropriation Bill . 103
b. "Targets of Excellence" Program (Army) 103
c. High Variability / Low Standardization Continue to Challenge MWR Programmers 104
3. Means of Enriching Managed Recreation as 21st Century Approaches 105
a. Delight Customers, Successfully Compete With Commercial Services 105
b. Continue to Institute Dynamic, Core Programs 105
c. New Budgeting Concept Implemented 106
d. Significant Advances in Fleet Recreation Programs / Sponsorships 107
e. Single Sailor Initiatives Targeted 108
f. Fleet Recreation Facilities / Services Expand 110
g. Fleet Recreation Programs Focus on Mission Criteria . 112
h. Greater Standardization of Fleet Programs / Funding Support Needed 113
4. Quality of Life Studies Back Up Navy's Managed Recreation Initiatives 114
a. Conways Address Large Health Promotion Programs . 114
b. Conway and Woodruff Studies Assess Wellness Program Outcomes 115

J. LITERATURE CONCLUSIONS 116

III. MANAGED RECREATION IN THE PRIVATE SECTOR 123

A. THE EVOLUTION OF INDUSTRIALIZED RECREATION PROGRAMMING 126
1. Developments from 1900 to 1980 126
2. NESRA Organized, Makes Immediate Impact 127
B. EXCELLENCE IN MANAGED RECREATION AT TOP U.S. COMPANIES 132
1. Excellence in Managed Recreation and Fitness at United Services Automobile Association (USAA) 133
2. Excellence in Managed Recreation and Fitness at Tenneco, Inc. 136

3. Excellence in Managed Recreation and Fitness at General Electric, Inc. 143
4. Excellence in Employee Recreation and Fitness at Sun Microsystems (Palo Alto, California) 147
5. Excellence in Managed Recreation and Fitness at Johnson Wax (Racine, Wisconsin) 149
6. Excellence in Managed Recreation and Fitness at Texas Instruments 151
7. Excellence in Managed Wellness Programs at Steelcase 156
8. Excellence in Managed Fitness Programming at Texaco 157

C. CONCLUSIONS FROM PRIVATE SECTOR RECREATION DISCUSSION 158

IV. STUDY OF POSITIVE ORGANIZATIONAL OUTCOMES AND MISSION READINESS ONBOARD SIX CRUISER-DESTROYER CLASS SHIPS . . 161

A. OVERVIEW 161

B. METHODOLOGY AND DESCRIPTIVE INFORMATION 162
1. The Sample Population 162
2. Questionnaire Description 163
a. Perceived Positive Organizational Outcomes 163
b. Perceptions of Mission Readiness / Organizational Success 164
c. Participation in Managed MWR Programs 164
d. Satisfaction Level with Managed MWR Programs 165
e. Perception of Leadership's Commitment to MWR 166
3. Data Collection for Questionnaire and Structured Interviews . . 166
4. Preparation for Data Analysis 167
a. Selection of Homeport, Underway, and Visiting Port Activities for Analysis 167
b. Methodology for Running Means and Percentages 168

C. PRESENTATION AND DISCUSSION OF DATA ANALYSIS FOR SHIPBOARD QUESTIONNAIRE 169
1. MWR Participation / Satisfaction Levels and Positive Organizational Outcomes 169
a. Participation Levels and Positive Organizational Outcomes 170
(1) Home Port Participation and Positive Organizational Outcomes 170

(2) Underway Participation and Positive Organizational Outcomes . . . 172
(3) Visiting Port Participation and Positive Organizational Outcomes . . . 173
b. Satisfaction Levels and Positive Organizational Outcomes . . . 175
(1) Home Port Satisfaction and Positive Organizational Outcomes . . . 175
(2) Underway Satisfaction and Positive Organizational Outcomes . . . 177
(3) Visiting Port Satisfaction and Positive Organizational Outcomes . . . 178
2. MWR Participation/Satisfaction Levels and Perceived Mission Readiness . . . 180
a. MWR Participation and Perceived Levels of Mission Readiness . . . 180
b. MWR Satisfaction Levels and Perceived Levels of Mission Readiness . . . 182
3. Influence of Demographics on the Relationship Between Home Port MWR Participation and Organizational Outcomes/Mission Readiness . . . 184
4. Influence of Demographics on the Relationship Between Homeport MWR Satisfaction and Organizational Outcomes/Mission Readiness . . . 187
5. Relationship of Perceptions of Leadership's Commitment to MWR with Overall MWR Satisfaction/Participation . . . 190
6. Limitations in Data Analysis and Collection . . . 192

D. PERCEPTIONS OF LEADERSHIP FROM STRUCTURED INTERVIEWS . . . 193
1. Ship Number 1 . . . 193
a. Organizational Outcomes Striving to Achieve . . . 193
b. Methods to Evaluate Planning / Execution of Quality Programs . . . 195
c. Diversity of Programs / Satisfaction of Crew's Desires 195
d. Roles of Shipboard Leadership in Managed MWR Outcomes . . . 196
e. Vertical Communication / Integration of MWR Programs Within the Chain of Command . . . 197
f. Negative Organizational Outcomes . . . 198
g. Perceptions of Overall Satisfaction Level of the Crew . 198
2. Ship Number 2 . . . 198
a. Organization Outcomes Striving to Achieve . . . 198

b. Methods to Evaluate Planning / Execution of Quality Programs 199
c. Diversity of Programs / Satisfaction of Crew's Desires 200
d. Roles of Shipboard Leadership in Managed MWR Outcomes 201
e. Vertical Communication / Integration of MWR Programs Within Chain of Command 201
f. Negative Organizational Outcomes 202
g. Perceptions of Overall Satisfaction Level of the Crew . 202
3. Ship Number 3 203
a. Organizational Outcomes Striving to Achieve 203
b. Methods to Evaluate Planning / Execution of Quality Programs 204
c. Diversity of Programs / Satisfaction of Crew's Desires 205
d. Roles of Shipboard Leadership in Managed MWR Outcomes 205
e. Vertical Communication / Integration of MWR Programs Within the Chain of Command 206
f. Negative Organizational Outcomes 207
g. Perception of Overall Satisfaction Level of the Crew . . 207
4. Ship Number 4 208
a. Organizational Outcomes Striving to Achieve 208
b. Methods to Evaluate Planning / Execution of Quality Programs 210
c. Diversity of Programs / Satisfaction of Crew's Desires 211
d. Roles of Shipboard Leadership in Managed MWR Outcomes 211
e. Vertical Communication / Integration of MWR Programs Within the Chain of Command 212
f. Negative Organizational Outcomes 212
g. Perceptions of Overall Satisfaction Level of the Crew . 213
5. Ship Number 5 213
a. Organizational Outcomes Striving to Achieve 213
b. Methods to Evaluate Planning / Execution of Quality Programs 214
c. Diversity of Programs / Satisfaction of Crew's Desires 214
d. Roles of Shipboard Leadership in Managed MWR Outcomes 214
6. Ship Number 6 215
a. Organizational Outcomes Striving to Achieve 215
b. Methods to Evaluate Planning / Execution of Quality Programs 216
c. Diversity of Programs / Satisfaction of Crew's Desires 217

d. Roles of Shipboard Leadership in Managed MWR Outcomes . . . 217
e. Vertical Communication / Integration of MWR Programs Within the Chain of Command . . . 218
f. Negative Organizational Outcomes . . . 219
g. Perceptions of Overall Satisfaction Level of the Crew . 219

V. RECOMMENDATIONS AND CONCLUSIONS . . . 221

A. RECOMMENDATIONS AS PERCEIVED THROUGH SHIPBOARD LEADERS . . . 221
1. Ship Number 1 . . . 221
2. Ship Number 2 . . . 222
3. Ship Number 3 . . . 223
4. Ship Number 4 . . . 225
5. Ship Number 5 . . . 226
6. Ship Number 6 . . . 227

B. AFLOAT MWR ISSUES, PROBLEMS, AND RECOMMENDATIONS . . . 229
1. Significant Gap Between Officer and Enlisted MWR Perceptions . . . 229
a. Problem . . . 229
b. The Recommendation . . . 230
2. Frequent Breakdowns in Unit Cohesion . . . 231
a. Problem . . . 231
b. The Recommendations . . . 231
3. Commanding Officer's and Shipboard Leadership's Knowledge, Commitment, and Enthusiasm . . . 233
a. The Problem . . . 233
b. The Recommendations . . . 233
4. Failure to Integrate Boundaries Between Work and Nonwork Domains . . . 234
a. The Problem . . . 234
b. The Recommendations . . . 234
5. High Variance in Implementation of Command Fitness and Athletic Programs . . . 235
a. The Problem . . . 235
b. The Recommendations . . . 236
6. Needs of Single Sailors Not Adequately Addressed . . . 239
a. The Problem . . . 239
b. The Recommendations . . . 240

7. Risks of Overprofessionalizing the Navy's Managed Recreation Processes . . . 241
a. The Problem . . . 241
b. The Recommendations . . . 241
8. The Overcommercialization Issue . . . 244
a. The Problem . . . 244
b. The Recommendations . . . 244
9. Quantification of MWR Program Impacts . . . 245
a. The Problem . . . 245
b. The Recommendations . . . 245
10. Programming Requirements at Remote or Overseas Navy Bases . . . 246
a. The Problem . . . 246
b. The Recommendations . . . 246
11. Stress Management Awareness . . . 247
a. The Problem . . . 247
b. The Recommendations . . . 247
12. Constraints to Participation / High Variability / Low Standardization . . . 248
a. The Problem . . . 248
b. The Recommendations . . . 249
13. Substitutability in Managed Recreation . . . 250
a. The Problem . . . 250
b. The Recommendations . . . 251
14. Responsiveness of the Fleet Recreation Coordinator Network . 252
a. The Problem . . . 252
b. The Recommendations . . . 252

C. WHAT THE NAVY CAN LEARN FROM THE CORPORATE SECTOR . . . 253

D. CONCLUSIONS . . . 255
1. Where Do the Results of the Field Study Point the Afloat Navy's MWR? . . . 256
2. Key Implications from the Structured Interviews . . . 257
3. Final Thoughts . . . 261

APPENDIX A. THESIS HYPOTHESES . . . 263

APPENDIX B. THESIS QUESTIONNAIRE AND STRUCTURED INTERVIEW QUESTIONS . . . 265

APPENDIX C. MEANS BY RELEVANT QUESTION NUMBERS . . . 285

LIST OF REFERENCES 289

INITIAL DISTRIBUTION LIST 299

ACKNOWLEDGMENTS

The author would like to acknowledge the outstanding research and funding support provided by the Bureau of Naval Personnel, Morale, Welfare, and Recreation Division (Code 651), during the literature search, data collection, and drafting phases of this thesis. A special debt of gratitude is extended to Mr. John P. Harden, the former director of the Morale, Welfare, and Recreation Training Unit, for the long hours of tremendous support, recreation expertise, and enthusiastic commitment he volunteered to the entire thesis project. Special thanks also are extended to Captain W. T. Wimett, former Director, Morale, Welfare and Recreation Division, Bureau of Naval Personnel; Mr. Jerry Anderson, Head Mission Support Branch; and Mr. Dave Stevens, Head Fleet Recreation.

The author especially thanks his thesis co-advisors, Alice Crawford, Senior Lecturer, and Benjamin Roberts, Associate Professor, for their superb guidance, encouragement, and professional expertise during the research period.

Finally, the author extends special gratitude to his wife, Dana, for demonstrating the daily support, encouragement, and love that made the final product possible.

I. INTRODUCTION

A. INTRODUCTION TO NAVY MANAGED RECREATION

In an era of downsizing and program scrutiny within the Department of Defense (DoD) and a significant number of private sector organizations, it has become increasingly vital to view recreation, fitness and athletic programs in the context of "essential service." This is necessary because of the growing conflict between the DoD bureaucracy (excluding the Bureau of Naval Personnel, MWR Division), which wants tangible economic justification for every dollar spent, and individual commands, which increasingly view the positive social outcomes of managed recreation programs as essential to organizational success and mission readiness. In addition, with constraints continually being placed on appropriated funding support for Category A, Mission Essential recreation programming, it is imperative for local military commands to design, implement, and evaluate managed activities that will maximize the opportunity for and utility of appropriated funding. Historically, commands have depended on nonappropriated funding, raised through profits from in-house services, to finance the majority of their Morale, Welfare, and Recreation (MWR) needs. Furthermore, it is essential because of downsizing and changing military force structures and corporate workforces, which are comprised of employees who are increasingly marketable for positions in the private and public sectors. Accordingly, the quality of managed recreation programs in the organization plays an increasingly pivotal role in the organizational commitment and ultimate recruitability and retainability of employees.

Given the more significant perceived impacts of managed recreation programming on organizational readiness and success today, all forms of military commands and private sector firms can benefit from integrating managed recreation, athletics, and fitness into their central organizational missions and operational strategies. For purposes of this research, shipboard MWR programming within United States Navy afloat commands will be examined in depth. The reasons are two-fold. First, Navy shipboard commands, until the development of the seasoned Fleet Recreation Coordinator network, were frequently given low priority for program support and were the recipients of relatively limited appropriated funding. Second, even today, there remains a disturbing amount of diversity in the means by which afloat commanders administer their recreation programs and the social and professional outcomes these programs achieve. While Secretary of the Navy John H. Dalton emphasized that managed recreation and a host of quality of life initiatives should be a focal point of readiness, this foundation has not been uniformly internalized into the operational and social climates of all Naval ships (Department of the Navy Quality of Life Comprehensive Assessment, 1995, p. 1). Consequently, the Navy has yet to determine whether its MWR programming is producing the desired social and professional outcomes, those that ultimately should point to enhanced organizational success and mission readiness.

In their efforts to achieve uniformity, customer delight at all levels, and positive organizational outcomes geared to mission readiness, the Navy can benefit from corporate success stories in managed recreation design and execution. Leading companies in the private sector sponsor a myriad of recreation, athletic, and fitness activities for their

employees under the belief that these managed programs are correlated with a variety of positive outcomes. These outcomes include morale, unit cohesion, esprit de corps (team building), job satisfaction, organizational commitment (motivation), job performance, wellness, work stress reduction, good order and discipline, and quantifiable factors including reduced absenteeism, turnover, and health care costs, and enhanced retention. A growing, although fragmented, body of literature exists that addresses these relationships. Despite limited quantified support, firms of varying sizes and missions have emphasized the major impact of their recreation programs on these positive outcomes, as evidenced by organizations such as USAA (insurance), Tenneco, Inc. (petroleum), and General Electric (Evendale, Ohio) that conduct research and heavily invest in leisure and fitness programs and new initiatives.

The Navy, also, sponsors diverse programs and activities for its officers, Sailors, families, and DoD civilians in the form of the Morale, Welfare, and Recreation (MWR) Program. However, although the return on the Navy's investment is intuitively clear to most Navy leaders, analyses have not been conducted to establish direct relationships between managed recreation and the positive social, professional, and economic outcomes that support mission readiness. In fact, Navy MWR leaders are continually challenged to demonstrate how recreation programs enhance combat readiness, much like what private sector organizations and the parks and recreation departments face concerning the "essential" service aspects of their programs.

Although "right-sizing" and cost control continue to be central topics within DoD in the budget-constrained 1990s, local Navy commands have gained a more educated

awareness of the centralized mission and direction of the Navy's MWR. This principally can be attributed to the Bureau of Naval Personnel's 1995 comprehensive "Quality of Life" assessment, which emphasizes reinvention and standardization of programs in direct support of mission readiness. The current Secretary of Defense, The Honorable William Perry, reaffirmed his commitment to funding enhanced quality of life programs, spearheading a $2.7 billion quality of life program that included specific appropriated funding for afloat fitness and athletic equipment. Secretary Perry has repeatedly placed the quality of life of the troops ahead of demands for procuring expensive new weapons systems because he feels that readiness is dependent on satisfied, well-trained, and well-conditioned troops. Therefore, the Navy must systematically examine its managed recreation and fitness programs in the context of the ultimate objectives of mission and combat readiness.

This research also establishes that the concept of "core MWR programs" has been well-marketed, but not actively and uniformly adopted, in the Naval surface ship fleets. In addition, the research will determine the extent to which managed recreation programs have culminated in positive outcomes. Conclusions will be derived through structured interviews of senior leadership and a field survey of approximately 20 percent of the ship's complement onboard six Naval Destroyers and Cruisers home ported in San Diego, California. Core programs are founded on the principles that recreation services play a distinct mission support role and are not focused merely on commercial profitability and fiscal accountability. The research provides support for the increasingly popular belief that delivering well-managed MWR services is just as important as, and works hand in hand

with, supplying bullets and bombs. There are a host of organizational needs that managed MWR programs can serve in a mission and combat support role; however, the outcomes are difficult to measure. Consequently, a considerable amount of the data analysis is qualitative in nature, focusing on perceptions of commanders, key subordinate leaders and managers, and various crew members in regard to the managed recreation to mission readiness relationship.

B. HISTORY AND EVOLUTION OF NAVY MANAGED RECREATION

1. 18th and 19th Century Growing Pains for MWR

Modern-day Morale, Welfare, and Recreation programs have evolved from over two hundred years of system experimentation, realignment, and enrichment. Beginning with the American Revolution era, boxing "smokers" competitions, climb-the rigging, and pulling boat races were among the first managed recreation activities. Many early activities were similar to shipboard drills, testing professional competencies such as seamanship in interdivisional or interdepartmental competitions. Because there was no officially sanctioned MWR program in the Navy throughout the Revolution, Commanding Officers took the initiative in implementing informal programs that were financed largely through "slush funds" (the 18th century version of nonappropriated funds). The Chief Master-at-Arms commonly would channel the funds toward purchasing musical instruments and small games to serve the crews' recreation needs.

As Naval bases were augmented between the Revolutionary and Civil Wars, MWR services provided by various commercial vendors became more prevalent and, in many

respects, harmful to the evolution of MWR programming. Commonly, "bumboats" were permitted to come alongside anchored-out Naval ships so that merchants could sell their products, which included alcoholic beverages, playing cards, poker chips, and musical instruments. Alcohol was easily the highest margin item. Since many essential items needed by sailors could not be obtained through normal channels, bumboat operators made off with excessive profits that sometimes eclipsed five times the face value of the merchandise. This system persisted for over 100 years, but fell into disfavor during the Civil War due to continued price markups and failure to provide a range of services that were conducive to sustaining good order and discipline.

In the late 1800s, the bumboat system was replaced by unofficial canteens onboard ships. Like nonappropriated funds raised by ships today, canteen profits helped augment recreation opportunities for the crew.

2. MWR Developments from 1900 to World War I

In 1900, Navy Regulations mandated that Commanding Officers encourage their crews to participate in various athletic and fitness activities and the Secretary of the Navy looked for ways to fulfill the MWR needs of shipboard Sailors. Accordingly, he developed a sound foundation for a complete Navy recreation and sports program. "Permanent" athletic facilities began sprouting up, including the first athletic and fitness center, completed in 1903 at the Norfolk Naval Shipyard. Furthermore, a 1909 Navy Appropriations Act officially recognized the right of afloat ship's stores to divert profits to facilitate welfare and recreation programs. At the same time, the ashore ship's service stores provided the Sailors opportunities for various recreation and entertainment

activities, including canteens, reading and recreation rooms, a gymnasium, and various outdoor sports equipment.

Even though ship's service stores provided a spectrum of MWR services never seen before, political leaders became disenchanted with these facilities during the Spanish-American War. This concern prompted the War Department to look for leadership from other organizations to develop and implement MWR programs. Welfare organizations such as the Red Cross and Young Men's Christian Association (YMCA) were encouraged to take an increasingly active role in the delivery of recreation programming.

3. Dr. Fosdick Shapes MWR Transformation During World War I

Lessons learned from World War I became a crossroads for significant changes in managed recreation systems in the years to follow. The groundwork was laid by Dr. Raymond Fosdick, chairman of the Navy Department's Commission on Training Camp Activities during World War I. Citing difficulties with the quality of male staff members, inconsistent service provisions, and competition between sectarian organizations supporting Navy recreation, Fosdick pushed hard to have recreation facilities and services provided by Navy management vice the private agencies. He emphasized that an in-house system would better facilitate Sailors' needs and elevate morale to a mission readiness focus parallel to delivering "bullets and bombs."

> It was not until World War I that serious public attention was focused upon the morale, welfare and recreation needs of the armed forces. Prior to 1917, free time in the military was largely a matter of personal responsibility with little or no support from either the military establishment or the civilian community. (Hartsoe, 1990, p. 4)

Dr. Fosdick's astute observations come from the considerable time he spent with the American Expeditionary Force during World War I. He advocated a system of central inspection whereby the General Staff would be constantly informed as to the shifting recreation and kindred needs and factors that were undermining the morale of the troops.

Dr. Fosdick criticized the private societies for their lack of leadership and responsiveness.

> The effect of this lack of supervision is still everywhere obvious, particularly in the uneven development of the work of the Societies. Under proper direction and with proper machinery, it is possible that the resources of the YMCA, the Knights of Columbus, the Salvation Army, and even the Red Cross insofar as it touches recreation, might be pooled so that the entire field could be covered with more or less completeness. At present, there are large gaps and whole units of troops are either inadequately served or not served at all, while in other places there is duplication and competition between the Societies. (Fosdick, 1919, p. 2)

He emphasized that, because these organizations did not communicate with one another, the Army placed blanket trust in them without any system of inspection or quality assurance. Accordingly, the recreation needs of many detached units in the field were never served in the War. (Fosdick, 1919, p. 2)

Through a new field inspection system, assigned inspectors (Officers) reported on the positive and negative aspects of morale and the positive means taken to remedy situations where the spirits of the troops were undermined. Fosdick said that the head of the field work should have the sole job "to put ginger into the process of providing the men in the field with all the leisure-time activities that the Societies or the Army can supply." (Fosdick, 1919, p. 2) Specifically, inspectors were asked to report on the adequacy of

entertainment features, musical instruments, games, athletic equipment, and books, magazines, and newspapers.

Fosdick's landmark documents focused on the absence of the opportunity to play and the essential need for mass play. He noted that the Commanding Officers of some units proclaimed that there was no time for recreation or games as their men worked full days, and relegated athletics, education, and play to a status of "unnecessary frill." (Fosdick, 1919, p. 8) "Obviously, the men of the American Expeditionary Force will submit cheerfully and gladly to any kind of hardship or any hours of labor during wartime, but when the deep and impelling motive for work and sacrifice is withdrawn, other moving forces have to be substituted and the process of replacement has to be skillfully handled or the morale of the Army will rapidly fall off." (Fosdick, 1919, p. 8) Fosdick underscored the intrinsic value of games and recreation that place demands upon a soldier's personal resources. "They constitute diversion - and diversion is essential - but they do not supply a substitute for the intense activity that in so many of the fighting units has been succeeded by the dull routine of duty." (Fosdick, 1919, p. 8) Fosdick championed recreation and mass games in which whole units could actively engage.

Fosdick also identified severe disparities between recreation opportunities available to enlisted men compared to their commissioned counterparts. He attempted to close this gap, depicting the more positive foreign service conditions where officers and men alike were limited to virtually the same facilities for their recreation and relaxation. "I recall too vividly the preemptory manner in which a group of officers broke up a long scheduled basketball game in an enlisted men's gymnasium in one of our Army posts because they

wanted the floor for a game themselves. It is doubly reprehensible in this Army." (Fosdick, April 17, 1919, p. 5)

Although Fosdick acknowledged the vital impact of private welfare organizations on the comprehensiveness of military leisure programming, he was distressed by the sectarian nature of the societies, which resulted in too much rivalry and political jockeying. He felt sectarian stratification and parochialism within the private societies directly conflicted with objectives of cohesion and unity among the troops (Fosdick, June 1, 1919, p. 6).

> . . . The leisure time program of the Army of the future can best be carried on by the Army itself, whether it be in posts or cantonments. The successful experience of the Army officers at home and in France in handling complex entertainment programs fully justifies this belief. There is no logical reason why all this work which the societies have been conducting and which is intimately related to the spirit and morale of the troops should be left to the discretion and ability of private agencies, collecting their funds from private sources. Morale is as important as ammunition and is just as legitimate a charge against the public treasury. (Fosdick, June 1, 1919, p. 7)

4. Navy Establishes New Recreation Delivery System for World War II

By World War II, Fosdick's landmark recommendations had become reality in each military branch, as each service had instituted a special unit to control free-time activities. Within the Navy, the Morale Division of the then Bureau of Navigation (now the Bureau of Naval Personnel - BUPERS) evolved into the Welfare and Recreation Section, Division of the Bureau of Naval Personnel.

Between the World Wars and particularly in the 1920s, sports and recreation programs became increasingly popular, spearheaded by the Navy Motion Picture Service (NMPS) and the transformation of ships' service store gymnasiums and libraries into new sports and library programs. In addition, the "Special Services" profession, the World War

II equivalent of today's welfare and recreation field, developed the new vision for recreation service delivery as United States forces prepared to mobilize for the Second World War. "Special Services" programs were motivated primarily by Dr. Fosdick's recommendations and were operated independently within each service component. Military and civilian personnel assigned to the Bureau of Naval Personnel staffed the new system, but frequently were not trained effectively for service in welfare and recreation positions. (Harden, 1996, pp. 8-9)

During the second World War, reserve officer specialists in athletics, recreation, and welfare were called onto active duty as shipboard welfare and recreation officers and community recreation directors. Their primary duty was to plan appropriate activities that would facilitate active participation for the fun and satisfaction of doing so. Additional efforts by private agencies like the United Services Organization (USO) and YMCA were augmented by programs developed by local public recreation and park departments and the Office of War Community Services. In military circles, recreation began being referred to as "The Fifth Freedom." (Harden, 1996, p. 9)

5. Brightbill Committee Recommendations Motivate Post-WWII Strategies for Managed MWR

Following World War II, the Navy and its counterpart branches moved on to develop and refine a more permanent vision and rationale for managed MWR facilities and services. In the middle 1940s, BUPERS authorized the creation of Command Recreation Funds at Naval force commands with the objective of achieving equalization, distribution and supervision of unit and composite recreation funds. Furthermore, the All-Navy Sports

Program was implemented in 1948 and motivated the design of various athletic competitions for the Pacific and Atlantic Surface Fleets. (Harden, 1996, p. 12)

By all accounts, the most significant changes in the post-war years were driven by the Brightbill Report, developed by President Truman's Committee on Religion and Welfare in the Armed Forces. A major portion of the study addressed free-time activities, including recreation, entertainment, and other managed activities. The Brightbill Committee did not criticize the recreation services system in place during World War II, but did make seven findings. The committee determined that recreation programs were not adequately supported; military commanders needed more knowledge and resources to develop well-balanced programs; there was a shortfall in qualified supervisory personnel; a shortage of facilities and funding for MWR programs existed; there was still a lack of coordination in the planning of free-time activities between the civilian and military communities; the current program was significantly better than the pre-World War II program; and the majority of Commanding Officers had a strong interest in, and gave commendable support for, free-time managed programming. (The President's Committee on Religion and Welfare in the Armed Forces, 1951, p. vii)

a. The Three Phases of Managed Recreation

The Brightbill Committee members divided free-time managed programming into three distinct phases, "indispensable," "essential," and "desirable." They defined "indispensable" programs as a minimum number of free-time opportunities to meet basic personal needs and prevent declining performance and morale; "essential" free-time activities as those necessary for enhanced personal growth, character guidance, and group

morale; and "desirable" programs as those that further develop personal growth opportunities and provide incentives that make military service more attractive (Brightbill Report, 1951, p. 10).

The second phase, "essential" managed programs, was identified as the most critical, because great ingenuity and commitment is required to expand the nature and quantity of services, and to maximize opportunities for heightened personal satisfaction, growth, and group morale. Even though "indispensable" programs warrant top priority, these activities are mandatory, supported by appropriated funding, and do not require the specialized attention given to "essential" program planning. It is still essential today to offer the widest range of activities onboard ship to satisfy the widest range of needs and interests. The 1950s version of MWR committees, service clubs were geared to provide this vast cross-section of command activities and services. The service club organizations were responsible for planning and delivery free-time activities and services for their commands. Leaders would bare a strong responsibility for community relations in this service club category of recreation programming, because the civilian community could make significant contributions to provisioning the majority of service club activities. Furthermore, on-post and off-post programs required close coordination to achieve similar outcomes, if community facilities and resources were to be vital components in the delivery of service club programs and the integrity of base community relations was to be maintained. (Brightbill Report, 1951, p. 15)

A cohesive and well-organized athletic program is another vital component of "essential" services. It was thought that competitive athletics should strive to maximize

participation levels, interface between private and military communities, and accessibility of facilities while minimizing costs, required acquisition of new skills, and total outlays for facilities (Brightbill Report, 1951, p. 19).

The Committee stressed that commanders use a pro-active approach in utilizing the three phases of programming to their greatest advantage. "It is a heartening indication that our military commanders are aware of the many intangibles which, along with good training and good weapons, provide combat strength." (The President's Committee on Religion and Welfare in the Armed Forces, 1951, p. iii)

b. The Committee's Principal Recommendations

The Committee's recommendations represented some of the earliest efforts by military and political leaders to establish distinct correlations between managed free-time activities and mission readiness outcomes. Some of the more significant recommendations from the Brightbill Committee were that the centerpiece of "essential" non-athletic free-time programming should be the service club program; maximum cooperation should occur between the military and civilian communities in delivering programs; a strong organized athletic program should be built upon; optimum support should be given to isolated and small bases in the form of special funds and new facilities and services; and problems associated with the lack of qualified leadership in free-time activities should be solved by establishing meaningful new policies and procedures. (Brightbill Report, 1951, pp. 14-20)

Referring to the three distinct phases of programming, the Brightbill Report also strongly recommended that non-appropriated funds be used first to augment

"indispensable" free-time programs, second to support "essential" activities, and third to support the "desirable" phases of the MWR program.

c. Commanding Officer's Impact on Free-Time Programming

While it is certain that men and women in the Armed Forces have substantial free time, Sailors' and Soldiers' effective use of this time is dependent on the balance of activities offered and the encouragement they receive from command leadership to utilize many of them. Most importantly, the provision of good free-time MWR activities is viewed as an extremely significant part of what military commanders do to enrich individual and unit morale toward the ultimate objective of increasing combat effectiveness. Furthermore, the provision of free-time activities can have a tremendous impact on the character of young people, particularly during protracted mobilization periods where national understanding is at stake. (Brightbill Report, 1951, p. 3) The report stressed that commanders must be provided with the funds, information, personnel, and facilities that will effectively align MWR programs to bolster morale and subsequently combat potential (Brightbill Report, 1951, p. 5).

Undoubtedly, Navy commanders have been ultimately responsible for morale and other social indicators that can be influenced positively by managed recreation. The committee identified "leadership" as the key ingredient in the success of recreation programs. Commanders must ensure the proper recruitment, training, and qualification of personnel supervising free-time programs; efficient coordination, administration, and leadership of free-time programs; and effective liaison with civilian program administrators (Brightbill Report, 1951, p. 11). Activities should be continually and carefully prioritized,

particularly for "desirable" programming whose benefits incur high per capita costs. "We believe it is important for many Commanding Officers to reappraise their own programs. . . . We have found some Commanding Officers authorizing the expenditure of funds and the utilization of personnel without sufficient analysis of whether or not 'indispensable' (mandatory) needs were being met." (Brightbill Report, 1951, p. 11)

Acknowledging these challenges, The Brightbill Committee believed that Commanding Officers generally provided a great degree of understanding and support for free-time programming, although they were continually constrained by shortages in funds, trained personnel, and facilities. (Brightbill Report, 1951, p. 47) However, it should be noted that the very best efforts of even the finest recreation services officer will be deflated if he fails to gain the backing and cooperation of the Commanding Officers and other important stakeholders in the chain of command. Therefore, the services officer should have the seniority and knowledge of the command climate necessary to advise the commander effectively on the status and potential growth of his recreation programs.

d. Recurrent Leadership / Training Problems Hamper Uniformity in the Execution of MWR Programming

Although effective training and leadership have had a major impact on the success of many Navy recreation programs, these have been the most commonly abused areas in the planning and executing of free-time activities. The difficult challenges of marshaling the correct mix of training resources and leadership in the 1950s continue to plague the Navy in marketing and delivering MWR programs. Personnel have not been afforded the training, temperament, or talent for leadership, resulting in a waste of

personnel resources and poor prioritization of recreation activities (Brightbill Report, 1951, p. 35). The training deficiencies had an especially pronounced impact on fleet units, who used a great deal of improvisation in the administration of their recreation programs. This made it critical for shore bases to help local afloat units make the widest possible use of the fleet recreation services offered.

The Brightbill Report directly addressed these issues and identified several specific training and leadership problems that still exist today. These included the non-availability of qualified military personnel for direct supervision over all aspects of free-time programs *and* the rank and command status associated with free-time programming at all levels of the chain of command is not equated to the significance of such programs to unit missions (Brightbill Report, 1951, pp. 36-37).

In the early 1950s, the three principal service components faced complex manpower obstacles associated with training the personnel who administer and supervise free-time programs. Today, the Navy still faces related difficulties because the majority of Naval ships assign inexperienced junior officers to a broad collateral duty as MWR Officer. For its part, the Brightbill Committee postulated that direct commissions be offered to individuals having the requisite experience. However, this was considered a significant risk due to the uncertainty regarding whether civilian recreation leaders could adapt to military leadership of free-time programs and the potential inequalities that could transpire in military reporting relationships. (Brightbill Report, 1951, p. 37) Consequently, this recommendation never was seriously considered for implementation. In the 1990s, the Navy again has considered hiring civilian recreation and fitness directors to embark on

Naval ships, but this initiative has progressed no further than aircraft carriers and some larger amphibious ships. Overall, today's military commanders face the same problems of improving the quality of leadership in free-time programs, and in exercising program strategies that directly support ships' social outcomes and professional missions.

The report also identified that the Navy failed to provide the specialized training, including formal classroom requirements and field internship experiences, necessary for personnel responsible for free-time recreation programming. Furthermore, recreation services officers were not given adequate incentives to provide optimum recreation benefits to their Sailors. The Committee felt that Navy recreation officers should have a certain knowledge and appreciation of all phases of free-time recreation activities. (Brightbill Report, 1951, p. 40) This weakness has been largely rectified today through the Recreation Services Officer Training Course, although the majority of recreation officers still serve in a time-constrained collateral capacity. However, in the 1950s, limited knowledge bases could have been overcome through sufficiently broad training and better orientation of qualified civilians to the broad mission of the Navy's recreation programs. The Brightbill Report also recommended that the Navy and the other components strongly consider providing competitive career inducements for effective free-time program leaders (Brightbill Report, 1951, p. 40). This would have involved recruiting "outstanding" civilian recreation specialists, including those who previously served in free-time recreation positions during World War II, and developing them into talented recreation leaders. These specialists would be prepared to implement policies aimed toward the optimum use of funds, facilities, and manpower. (Brightbill Report, 1951, p. 41)

While recreation leadership problems can be addressed at the operational, supervisory (major commands), or planning and administrative (BUPERS) levels, the critical aspects of leadership in free-time recreation programs are ultimately demonstrated at the local installation level. Navy recreation officers at sea were generally junior officers who held another primary duty and often had dangerously little experience or motivation to lead the MWR program . Furthermore, there was great variation in commanding officers' support of free-time programs in the context of morale building, often because the junior officer assigned was too far removed in rank from the ship's commanding officer to offer him consistent guidance on the progress of the shipboard morale program (Brightbill Report, 1951, p. 43). Unfortunately, these disturbing characteristics can still be seen in the present-day Navy.

Accordingly, commanding officers should be provided with rich feedback on how to get the most mileage out of their programs.

> . . . Major commands ought to commission trained specialists to travel constantly and survey local problems, working directly with local commanders and recreation officers. These highly competent personnel would thus be in a position to advise units lacking full-time, trained officers on proper fiscal policies, on programs, on maximum utilization of facilities, and on all the aspects of long range planning. (Brightbill Report, 1951, p. 44-45)

e. MWR Activities Positively Related to Morale and Mission Support

The Brightbill Committee spoke of the direct relationship between free-time activities and morale, and emphasized that constructive and well-organized free-time programs could operate not only without conflict with the combat mission of our forces, but

would certainly add to the ability of those forces to perform their combat mission more effectively.

> This proposition is based upon the testimony of great military leaders throughout history that, of all the factors dominant in the field of battle, the morale factor is most vital to success. Insofar as the proper provision of free-time activities contributes to building unit morale, those activities will also contribute to military effectiveness. (Brightbill Report, 1951, p. 5)

As Navy managed recreation moved beyond the Brightbill Committee era, the early systems of establishing priorities for funding free-time activities have been modified periodically to remain in step with the combat-ready mission of the armed forces and to adapt to the dynamic characteristics of military life in a changing society (Hartsoe, 1990, p. 6).

6. 1960-1990: The Build-Up and Diversification of Managed MWR Programs

Special services programs for the fleet continued to emerge into the early 1960s, with golf courses and bowling centers operating resale outlets and Enlisted Men's Clubs surviving mainly on snack bars and beer halls. However, the focus of special services programming became more diverse and constructive with the implementation of quarterly physical readiness testing of all active duty Navy personnel in 1962. Sailors were energized by this initiative and herded to gyms and fitness centers where managed sports programming was becoming prevalent. With renewed emphasis on MWR, the recreation accounting system was automated in 1964.

The introduction of the All-Volunteer Force in the early 1970s placed the Navy at a crossroads for delivery of innovative recreation programming to the Fleet. The 1970 Gates Report emphasized that "the viability of an all volunteer force ultimately depends upon . . .

the ability of the military services to maintain attractive conditions of military service." (Harden, Gates Report, 1970, p. 18) In response, the Navy immediately took steps to meet the quality of life needs of its officers and Sailors. Particular attention was focused on recreational and family services. By 1972, the initial recreational services departments were organized. These were the predecessors of the single-fund MWR departments established in the mid-1980s. In addition, recreation services were consolidated in 1972, and eventually reorganized into three districts and an administrative support unit (ASU). This reorganization had a particularly powerful influence on the authority of afloat commanding officers.

The early 1970s was also marked by major improvements in fleet recreation management and training. The Recreation Management Course was restructured and moved to Naval Air Station, Patuxent River, Maryland, although the first Fleet Recreation Management Course was not established until 1975. Fleet recreation needs were addressed by a former Chief of Naval Operations (CNO), Admiral James D. Watkins, as part of a series of CNO initiatives aimed at more equitable distribution of programming to major commands. Watkins called for single policy and program coordination for MWR and centralized scrutiny of proposed MWR facility projects, and wanted a concept of self-sufficiency implemented for MWR. (The self-sufficiency standard refers to the rate at which each command has to fund its own MWR requirements.) However, many major fleet commands did not like this overbureaucratization of MWR and the overall 75 percent self-sufficiency threshold requirement. In 1978, a significant number of Recreation Services

Departments were established in local areas while the BUPERS headquarters unit was renamed the Recreational Services Division.

With the help of Dr. John Crompton, a well-respected leisure services lecturer and author, the Recreation Training Unit delivered a series of three-day marketing workshops that spearheaded a new customer-driven, marketing approach to MWR programming. This approach generated a strong endorsement from the Fleet and Force Master Chiefs in 1980, and motivated the development of the Fleet Recreation Program. This program was developed as the "ship-to-shore" connection for afloat recreation officers and shipboard Sailors to become educated on diverse ashore fitness, athletic, and other recreation activities. By 1983, the Fleet Recreation Coordinator (FRC) Program was rapidly developing, with 15 FRCs representing different geographical base locations.

Further focus on MWR program development was underscored by the 1984 DoD policy that required prioritization of MWR programs based on patron demand. In order to quantify customer demand, the Navy developed the Leisure Needs Assessment (LNA), cost assessment, resource assessment, and program assessment to gauge the progress of managed MWR programming. The Leisure Needs Assessment was to be projected over a 10-year period ending in 1995. In addition, the Afloat Recreation Specialist program was implemented and expanded to nine large-size fleet commands by 1986. The Fleet Recreation Coordinator profession expanded to 30 specialists in 1987, and FRCs represented each major fleet center in the world.

7. The 1990s: Evolution of the Customer-Driven Approach to Managed MWR Program Delivery

With the onset of the 1990s, Navy MWR leaders have had to become considerably more cognizant of different "customers"and consolidation of services in light of downsizing. They also have increased emphasis on "Quality of Life" (QOL) initiatives, and have had to balance these pursuits against DoD budget constraints virtually mandating minimization of costs. In 1992, former Chief of Naval Operations, Admiral Frank Kelso, convened an MWR/NEX Study Group to explore the feasibility and economies of scale that could result from increased cooperation or a merger of MWR and Navy Exchange services. Consequently, the first MWR/NEX Board of Directors conference was convened in 1993.

Although Navy MWR programs continue to make modifications to meet today's demands, the principal focus and priorities for funding free-time activities have remained essentially intact. "The early system of establishing priorities for funding free-time activities has been modified periodically to remain consistent with the combat-ready mission of the armed forces and to recognize the unique characteristics of military life in a changing society." (Hartsoe, 1990, p. 6)

Fleet MWR programming in the 1990s is justified in terms of four categories of positive organization outcome objectives, emphasizes Dr. Hartsoe, including:

1) to maintain a high level of esprit de corps (cohesion and teamwork), enhance job proficiency (motivation), contribute to military effectiveness (productivity), and aid in retention and recruitment through marketing the military as an attractive career and aiding in the transition between civilian and military life (job satisfaction);

2) to promote and sustain the physical, mental, and social well-being (wellness) of military members afloat and their dependents;

3) to promote constructive use of off-duty leisure time to participate in athletics and fitness activities and maximize opportunities to capture new talents and skills that contribute to military and civilian communities alike; *and*

4) to extend community support programs and activities to military families, particularly during lengthy deployments. (Hartsoe, 1990, p. 6)

The gradual evolution of a publicly-supported MWR program run by the military establishment from the privately-supported MWR systems seen earlier in the 20th century has allowed the Navy and its sister components to develop one of the most advanced recreation systems in the world. As of 1990, over $1 billion was spent annually to support on-base military MWR programs with the intent that active duty members and their families could tap first-rate services and facilities. However, there still is a need for better collaboration between public and private agencies that provide MWR services to military personnel in communities adjacent to military installations. (Hartsoe, 1990, p. 6)

8. The Rapid Development of "Outdoor" MWR Programming

The 1990s also has been characterized by the blossoming of outdoor recreation programs, notably within afloat units. Historically, military outdoor recreation programs became formally integrated in the early 1980s. Navy programs have shared several common elements with the other components, including activities and organized events, program referrals and outsourcing, direct equipment support and services, retail sales, and physical resources.

Socially speaking, the outdoor recreation revolution has been driven by the workplace and leisure motivations of the "baby boomer" generation and the increasing belief in personal freedom and expression. These advances have been primarily motivated by the positive patterns of participation in recreation programming observed in a much greater proportion of Americans. Other principal factors influencing the demand for outdoor recreation include the population demographic shifts to urban settings; higher levels of educational achievement, which provide more resources for recreation participation; the amount of free time available to devote to recreation activities; and the breakdown of gender stereotypes. (Heeg, 1990, p. 16)

Military organizations, which once lagged far behind certain private sector organizations in outdoor recreation programming prowess, have rebounded in the 1980s and 1990s due to increasingly competitive income levels. These income levels have positively influenced the variety and frequency of MWR participation, and reflect dynamic force structure modifications, which have created a higher education level and higher proportion of married personnel. (Heeg, 1990, p. 17) Consequently, recreation participation patterns have become quite comparable to leading recreation programs in the corporate sector.

Onboard military ship and shore commands, the rationale for outdoor recreation programming has been very clear, and is perceived to have an increasing relationship to mission readiness, unit team building (esprit de corps), and wellness. Outdoor recreation initiatives improve morale, strengthen cohesion, and establish cooperative behavior and interpersonal relationships. These outputs are achieved through cooperative, competitive,

and companionship activities that facilitate close interaction and communications between co-workers , which motivates job satisfaction, productivity, and family harmony. (Heeg, 1990, p. 18) In addition, in paralleling the strong emphasis on wellness factors that has characterized 1990s' organizations, the fleet has established a much more effective avenue to wellness outcomes through its outdoor recreation programming, particularly activities targeted to single Sailors. Furthermore, outdoor recreation plans and programs have yielded carefully managed and safe alternatives to potentially risky self-directed activities (Heeg, 1990, p. 18).

Well-managed outdoor MWR programs are most effective when they employ a variety of service delivery strategies based on the level of initiative or involvement desired. These methods include *no action at all* (activities considered undesirable to the Navy community); *referrals* (when the activity/service can be provided by suitable public or private suppliers); *self-directed* (in-house approach that allows the Navy to utilize resources as desired); *facilitation* (managed outdoor recreation programs play an active part in the social development of activity participants); *cooperative programming* (uses local groups and non-profit organizations to support in-house planning and execution efforts); *contract services*; and *direct provisioning* (in-house programming is tailored specifically to Navy commands, customer relationships, and development of a solid unit reputation). (Heeg, 1990, p. 23)

Throughout the remainder of the 1990s, the evolution of military outdoor recreation will continue to be characterized by the overall shift from a facility-based orientation to an activity and service-based approach (Heeg, 1990, p. 25). Military programmed recreation,

particularly among Navy surface units, should continue to expand and close the gap between itself and the outdoor recreation community at large. The influence of MWR senior leadership on MWR management and command structure, as well as increased emphasis on hiring and retaining professional outdoor recreation managers, will be the major determinants of the future growth of managed outdoor recreation (Heeg, 1990, p. 26).

9. Fleet Recreation Pursues Diversification and Quantitative Assessment

The impact of the Fleet Recreation Coordinator (FRC) program on Fleet units continues to grow. Recreation Services Officers, who largely still hold their positions as collateral duties, can inject their onboard programs with much life by interfacing with their local FRC, who can wear the hats of travel agent, party facilitator, caterer, athletic event planner, race director, or financial advisor, just to name a few. Fleet recreation has been rapidly transformed from a static, basic fulfilled requirement to a dynamic, far-reaching, and innovative field (Dempsey, 1990, p. 31).

Since the early 1980s, considerable effort has been made to support the perceived relationship of fleet recreation to Naval ships' missions with quantitative methodology devised to measure and analyze the effectiveness of fleet recreation programs. However, much of this research has concluded that statistically significant relationships cannot be consistently established and, therefore, cannot fully justify the impact of managed programming on positive social indicators. "This negligible success is due in part to a lack of definitive data regarding the product of recreation, the process involved in producing the leisure product, and a lack of scientific assessment tools for adequately measuring

performance objectives." (Masterson, 1980, p. 91) The magnitude of concern for effectively measuring the impact of managed MWR for the fleet today is reflected in increased demand and limited resources, competition for quality employees from a host of private sector companies, and changing demographics of military populations, which include greater marriage rates among junior enlisted grades. In addition, there is concern over the "forced" leisure that results from the absence of purposeful activity outlets and the lack of planning, implementation, and effective use of leisure time by local units.

> All too often, information on current trends is weak to nonexistent. Most communities or recreation services are aware of their program utilization rates but they have little awareness of what people are doing or want to be doing. The view of most managers is limited by their patron base and the lack of up-to-date information on the needs of non-patrons. (Orthna, 1990, p. 35)

In Navy circles, the only genuine efforts to quantify social and economic outcomes have been the Leisure Needs Assessment (LNA) questionnaires and the series of quantification studies conducted for BUPERS through the Naval Personnel Research and Development Center and Naval Health Research Center in San Diego, California in the late 1980s and early 1990s. Specifically, the LNA has provided local recreation program managers, including Fleet Recreation Coordinators, with annual feedback concerning the needs of personnel in their base, ship, or community, and have facilitated BUPERS in reacting to leisure trends and needs. The LNA has been a foundation for long- and short-term capital investments for recreation facilities and has provided a quantitative basis to justify improvements or potential elimination of certain managed programs and facilities. The LNA has been particularly effective at charting recreation index changes, driven by

measured participation in entertainment, fitness, individual and team sports, outdoor recreation, and special interest activities.

The increasing popularity of many activities targeted by the Leisure Needs Assessment reflects the abundance of young men and women in the Navy and their exposure to social and computing activities that encourage the building of cohesion. In addition, increasingly positive trends in team sports participation accentuate the vital relationship between social networks and cohesion within Navy units and the ultimate success level of their missions.

II. LITERATURE REVIEW

A. INTRODUCTION TO THE LITERATURE

Over the past two decades, a wide body of quantitative and qualitative evidence has mounted suggesting that well-managed fitness, athletic, and other recreation programs and activities indeed yield the positive outcomes of morale, cohesion, job satisfaction, organizational commitment, wellness, work stress reduction, and good order and discipline. Countless studies have been conducted, many of which have achieved significant correlation between employee recreation and positive outcomes in organizations.

In the literature review that follows, some of the more significant recreation, fitness, and athletics studies conducted since the late 1970s are discussed in detail. They will be examined in the context of their validity in establishing relationships between the extent of managed programming offered and positive organizational outcomes that result.

Managed athletic, fitness, and recreation programs certainly have played a leading role in workplace performance and the organizational success of noteworthy firms and all DoD components. They have become critical elements in recruitment and retention processes that allow organizations to meet quality of life objectives, fine tune the strength of force structure, and establish competitive advantage. However, before specifically addressing each potential positive organizational outcome, the research examines the new market-driven strategy for DoD MWR programs in the 1990s.

B. IMPACT OF CUSTOMER-DRIVEN MANAGED RECREATION ON ORGANIZATIONAL SUCCESS / PRODUCTIVITY

1. The 1990's: A Market-Driven Approach to Managed MWR Programming

In the 1990s, Morale, Welfare, and Recreation (MWR) programs should be viewed as more than "fun and games" and in the context of mission essential service supporting combat and organizational readiness. Accordingly, DoD and many leading private sector organizations have instituted market-driven strategies aimed at satisfying the free-time needs of recreation program customers in various demographic groups.

In the Navy as well as other DoD components, downsizing of force structure has placed MWR in a very challenging and unique era of changes. With funding constraints and associated obstacles continually being experienced, the Navy cannot afford to react by traditional means.

> We must move out of our current paradigms and view the world from a different perspective. If MWR is to survive, we need to break away from the past. To regain competitive advantage, we must not rely on a one-time breakthrough, but rather on continual improvement. We must focus on the customer - specialize in customer needs. . . . We must move from just satisfying the customer to delighting the customer so that they will seek our services and products over and over again. (Pederson, 1993, p. 37)

Managed recreation programs are looked at by many researchers as the principal balancing factor in an increasingly high-technology and absorbed workplace.

> What is needed is an awareness that each of us needs a rhythm of life that includes rest, prayer and play. Play has a healing, recreative power, and when shared with others it creates and deepens interpersonal relationships. Prayer and rest provide us with the context within which we can appreciate the gratuitous and grace-like quality of life. "Idleness" can be the devil's workshop, but is also the contemplative's family room. A suitable rhythm of

> life must be discovered by the human heart, through individual and communal experience. (Vacek, 1994, p. 13)

The principal focus of organizational recreation programs today is not unlike the National Recreation and Park Association's (NRPA) latest initiative, "'Beyond Fun and Games,' The Emerging Roles of Public Recreation." This 1995 report revealed NRPA's desire to create positive perceptions of the values and outcomes produced by public recreation, particularly the diversity of social indicators that managed recreation can produce in a society increasingly at risk. "Beyond Fun and Games" was geared to motivate decision makers to elevate themselves above rhetoric and mindsets (for instance, the Navy's longtime "First for Fun" MWR slogan) and develop new dimensions for managed public recreation in the context of essential human service. The profiles reveal the quality of life outcomes that reinforce laws which provide that recreation is basic to our collective "health and welfare," and thus is a public responsibility. (Tindall, 1995, p. 86)

> Today there is a critical need for public recreation to respond to social disorder and human stress . . . If there is anything like the proverbial 'magic bullet' for this nation's identity crisis, it is the nation's public recreation and park services, resources, and institutions and the citizens and professionals dedicated to public service associated with them. Collectively, they move public recreation 'beyond fun and games,' to the higher status of 'essential service.'" (Tindall, 1995, p. 86)

Customer-driven recreation programs are developed, played out, and perceived within a context of values, assumptions, and desires that have been developing in a military or corporate culture for years before. Managers can learn incrementally about the climate and productivity of their workplaces by integrating recreation as a major player in working life. ". . . It has long been my conviction that we can learn far more about the conditions,

and values, of a society by contemplating how it chooses to play, to use its free time, to take its leisure, than by examining how it goes about its work." (Giammati, 1989, p. 13)

Giammati regards sport and games as molding elements in the workplace and society, social agreements to live by, and instrumentalities to make our common life pleasurable. "When one says that sport is 'healthy,' a biological metaphor applied to this artifact just as it is applied to a city, then we really mean, as we do with a city, that all the conventions cohere and are abided by, at least to the extent that adverse social costs of any kind are at a minimum." (Giammati, 1989, p. 15)

Technology has gotten so far ahead of public and private conscience, ethics, and morality that managers and employees are frequently more driven by technology than their own well-being. This has presented a growing number of barriers to organizational success and mission. Recreation and other supporting life enrichment programs can potentially solve a majority of these problems. Accordingly, public and private organizations are more motivated to develop specific visions and definitions for managed recreation in a period when competition and cost control requirements have become significantly more complex.

It is valuable to look at the challenges of managed recreation today in the context of the NRPA's definitions of recreation and mission:

RECREATION -- *"is the act of selecting, participating in, and reliving experiences that result in achieving and maintaining the balance required to live life fully and in the realizations of human potential."* (Fearn, 1994, p. 65)

MISSION -- *"recreation is a vital component of a well-planned system of intervention directed toward creating self-sufficient, responsible, involved citizens, and toward breaking the cycles of poverty, addiction, violence, self-abuse, boredom, discrimination, and low expectations that are often the cause and result of life-long low self-esteem."* (Fearn, 1994, p. 65)

Based on these definitions, recreation programs certainly can be driven to achieve performance, social outcomes, and mission essential criteria.

Managed recreation programs are currently being developed to support the innovative approaches of NRPA. These include life-long personal fitness and growth activities, life-long learning and development, and human and community relations. In the fitness aspects of recreation, programs should encourage a life-long holistic approach to wellness and physical health. Employees in the public and private workplaces should be served with balanced programs that maximize their opportunities for incremental successes that result in positive group dynamics, excitement and enthusiasm in their jobs, and development of physical and mental capacities that allow groups and individuals to co-exist effectively. (Fearn, 1994, p. 65)

Paul Roberts (1995) reflects on the danger and disillusionment to society that could result if the element of "play" is continually disregarded in corporate America and the military forces. He emphasizes that we place far too much priority on professional aspects of performance driven by dollars and cents. (Roberts, 1995, p. 34) Recreation should not only satisfy our means for self-actualization and efficiency, but also our senses of belongingness and safety. Many recreation programmers are not properly guarding against an over-professionalization of recreation that compromises the boundaries between work and play. Simple play is credited with providing positive avenues for problem-solving, mastering new skills, and overcoming challenging situations. Research studies indicate that the degrees of innovation and output among engineers, designers, and other significant

workplace contributors can be elevated through a more playful, more relaxed work environment (Roberts, 1995, p. 34).

2. The Impetus to Go Beyond the Market-Driven Philosophy

Despite the customer-driven focus in managed recreation programming, the optimum success and productivity will not be achieved without a sense of teamwork and esprit de corps, a participatory democracy, and an aggressive dedication to delighting the customer. Accordingly, a "grass roots" approach to managed recreation planning, as well as enthusiasm from all levels of the leadership hierarchy, are essential determinants of programming's positive impacts on the organization. It is not enough to espouse managed recreation as a customer-driven profession, capital-driver, and avenue for productivity, profitability, and economies of scale. Rather, these programs should actively seek out feedback from the deckplate levels of the organization and grant personnel not only a means to participate, but an opportunity to determine the nature of participation. "Many businesses have discovered that greater employee participation and support develops when employees are allowed to share responsibility for administration of the recreation and services program." (Debats, 1981, p. 621)

The potential impact of programmed recreation, humor, and fun in the workplace is unlimited and is a cornerstone in human resource management today. As Frank Boruch emphasized in Human Resources Magazine, one's work can be made into child's play. He used the example of his young son Nicholas, who progressively developed abilities to explore his surroundings, integrate previous learning experiences, make use of available technology, place himself at risk for error and criticism, act on his motivation to emulate

those he admires, display creativity and innovation, and enhance his environment, all while having fun. "He did exactly what all of us would like to do. He challenged himself, exceeded his known limits, got the job done and, perhaps best of all, enjoyed himself and was able to laugh while doing it." (Boruch, 1995, p. 60)

Recent research studies and literature continue to underscore the necessity to expand and innovate managed recreation activities, their perceived impact on the quality of working life, and the elimination of organizational constraints on the effectiveness of these programs. The quality of working life is commonly defined in terms of the organization's contributions to the socio-psychological and economic well-being of those personnel actively engaged in furthering its goals (Davis and Cherns, 1975, p. 141).

> Private and public organizations, unions, government, and foundations are urged to support and engage in experiments with new forms of organizations and jobs, with removing constraints in law and practice, and with providing methods and means permitting all who work to have a rewarding, economically viable, equitable, and satisfying working life - one which embraces the individual and builds more adaptive and effective organizations. (Davis and Cherns, 1975, p. 149)

There are a host of potential activities in today's organizations that impact psycho-social quality of working life indicators. These indicators are essential in influencing and controlling managed recreation practices that effect the psychological and social life workers enjoy.

3. Impact of Psycho-Social Theories of Managed Recreation on Organizational Success

a. The Kelly Study - The Complex, Social Aspects of Recreation

In studying the sociology of managed recreation, it is important to consider three themes, including leisure is growing more complex; leisure is social; and leisure is contextual and should not be trivialized (Kelly, 1992, p. 247). Using dialectal analysis and his three themes as tools, Professor John Kelly (1992) analyzed leisure based on four areas, work and time; family and community; aging and life course; and the social character of leisure (Kelly, 1992, p. 247). Evaluating work and time, Kelly challenged the functional resource context of leisure with a critical analysis of power structures and social control. The traditional focus on family and community and its influence on primary relationships was challenged by a focus on gender that honored differences in self-determination and opportunity structures. Examining aging and life course, Kelly questioned the traditional belief in continuities and overlapping of roles with a more integrated approach to leisure and life. Looking at social character, the traditional focus on leisure as simplistic and a reflection of individualized mental states was questioned by an increasing emphasis on the social character of leisure. (Kelly, 1992, p. 247)

Considerable attention has been focused on the impact of "extraordinary" recreation activities in recent years, and the increasing nonapplicability of simplistic evaluation. These activities have a direct relationship with new managed recreation strategies in the 1990s. "The significance of engagement in activity that yields a competent identity as well as an action-based community has been identified as making a crucial

difference between high and moderate levels of life satisfaction." (Kelly, 1992, p. 248) In developing managed recreation programming in a complex world, one should carefully consider time resources that require allocation and the recovering of leisure study dimensions driven by the age-old concept of play. As an action element of leisure, play clarifies the dimensions of self-determination and risk that may be developmental and "fun," and is often momentarily its own world within the workplace. (Kelly, 1992, p. 249)

Kelly believes leisure should be viewed more as a process demanding continual improvement than a clearly defined science. Whether in the private, public or military sectors, managed recreation is a significant contributor to the balance and rhythm of life in a world characterized by conflicting organizational cultures, power, obligation, and discrimination. (Kelly, 1992, p. 249)

Kelly's second counterpoint centers on the profound social aspects of recreation and leisure. Informal interactions include general behavioral expectations and more formalized sport and recreation organizations requiring very precise specifications for those serving in highly articulated positions. Despite the high behavioral and performance expectations, most leisure programs implement social structures that make integrated actions and interactions quite feasible. Kelly identifies the extent that communication and community are facilitated or blocked as the most critical factor in satisfaction with most leisure events. (Kelly, 1992, p. 250)

In addition, Kelly speaks of leisure as completely contextual, marked by considerable focus on self-determination and on experience rather than role-related outcomes. Certainly, leisure represents a rapidly expanding segment of the U.S. economy,

accounting for nearly $300 billion in direct spending in 1991. However, as a result of an inherent bias toward recreation programming having the greatest return on investment, markets tend to emphasize commodity-driven leisure instead of responding to customer demand at different demographic levels in a dynamic market. Accordingly, managed recreation commonly addresses entertainment and consumption versus action and creation, placing economic limits on who will have access to opportunity. (Kelly, 1992, p. 251)

As managed recreation continues to grow and diversify as many organizations face the uncertainties of downsizing, it is essential to evaluate the extent of positive social indicators in these organizations.

> The social dimension of leisure is based on the premise that relationships of sharing, trust, communication, caring, and common action are central to being human. The existential dimension finds real meaning in who we become, not just how we feel. Leisure is real action in the real world action that may connect or alienate us from ourselves and from others. (Kelly, 1992, p. 252)

Managed recreation and leisure is vital to the organization's social fabric and mission success, and should reflect an emphasis on continual process improvements at any time or place. Managed recreation should be predicated on the dimensions of play, openness, concentration, expression, and spontaneity, and fully integrated into production, communications, and learning processes (Kelly, 1992, p. 253). Kelly recognizes leisure as a fundamental part of the dynamic balance of production, community, and the development of play (Kelly, 1992, p. 253).

b. Jackson and Dunn Study - Constraints on Recreation Programming

As continual refinements are made in recreation and leisure programming, it is important to consider the emergence and impact of constrained leisure, which refers to the program constraints that influence managed recreation at numerous stages of the decision making process. A 1993 study by Jackson and Dunn looked at whether these constraints operate in a similar manner at each decision making stage. If found to operate similarly, constrained leisure could be termed an "internally homogenous concept." The study was driven by a comparison of the absolute and relative importance of specific types of constraints related to difference aspects of people's leisure, including reasons for ceasing participation and relevant barriers to participation. (Jackson and Rucks, 1993, p. 217)

Jackson and Dunn's principal rationale for this study was the tendency for previous researchers to uniformly use one measure of constrained leisure as a criterion to assess the impact of different constraints. They believed that a variety of criterion variables should be used in leisure constraints research, including the desire but inability to participate in new activities among current non-participants; inability to increase participation to desired levels; ceasing participation in former activities; and failure to achieve anticipated levels of enjoyment in current activities (Jackson and Rucks, 1993, p. 218). Because of this knowledge of constraints, they concluded that "'constrained leisure' is not an internally homogenous concept but, instead, subsumes a series of reasonably distinct aspects of leisure behavior." (Jackson and Rucks, 1993, p. 218)

Another 1993 study generally supported the findings of Jackson and Dunne in regard to reasons for ceasing participation and barriers to participation in recreation activities. The constraints cited included intrapersonal constraints (employees had nobody to recreate with); costs of participation; cost and limited resources for transportation; knowledge and awareness (where one can recreate comfortably); facilities and opportunities (overcrowding, poor maintenance, and poor accessibility, etc.); time and commitments; skills and physical abilities; and loss of interest and pursuit of substitute activities (Jackson and Rucks, 1993, p. 223).

c. Impact of "Substitutability" in Managed Recreation on Organizational Success

Substitutability in managed recreation today has become essential, and has mandated ingenuity on the part of recreation leaders to design programs to achieve customer satisfaction in a dynamic environment. It is incumbent upon managers to properly diagnose changes in the organizational environment, design an effective series of substitute recreation activities, and chart and react to the impacts of these changes. "When recreation users are displaced from a preferred setting because of changes in social, bio-physical, or managerial conditions, they are likely to seek different means of obtaining the rewards they expect from a leisure experience." (Brunson and Shelby, 1993, p. 67) Early research in this area during the 1970s and 1980s examined the interchangeability of recreation activities, focusing on the substitution of one activity for another. Substitution activities were viewed as too limited to satisfying the motives, needs, and preferences of the majority of

organizational participants, based on motivations and satisfactions similar to those experienced in the original recreation activity. (Brunson and Shelby, 1993, p. 67)

Consequently, the study devised a broader definition of substitutability as the "interchangeability of recreation experiences such that acceptably equivalent outcomes can be achieved by varying one or more of the following: the timing of the experience, the means of gaining access, the setting, and the activity." (Brunson and Shelby, 1993, p. 69) The redefinition of substitutability is marked by a focus on the whole recreation experience ("acceptably equivalent outcomes") rather than solely on the motives, needs, and preferences associated with each managed recreation activity (Brunson and Shelby, 1993, p. 70).

Addressing the "hows" and "whys" of substitutability involves determining "acceptable equivalence" activities, analyzing actual versus intended substitutes, and evaluating the effects of activity on resource substitutability (Brunson and Shelby, 1993, p. 71). Substituting recreation activities requires a cognitive appraisal of alternative uses of time, with new opportunities representing the recreation manager's belief that the alternative selected will generate sufficient amount of utility to the group and/or individual. It is important to note that hypothetical substitutes should reflect actual decisions (Brunson and Shelby, 1993, p. 71).

Iso-Ahola (1986) also supported these assertions, and postulated that if the spectrum of feasible alternatives is broad, the willingness to substitute is greater. Consequently, resource substitution may be easier in instances where activity satisfaction is

less dependent on the ability to derive relatively uncommon or highly specific attributes. (Brunson and Shelby, 1993, p. 71)

4. Impact of Managed Recreation in a High-Performance Organization

a. Fundamental Needs / Characteristics of High-Performance Organization

Traditionally, proper analysis of the impacts of managed recreation programming has necessitated an understanding and application of a myriad of social indicators in the planning and execution of organized activities. First, managed recreation should be assessed in the context of its general objectives of organizational success, productivity, and bottom-line profitability. Then, recreation programming can be evaluated for its impacts on various special social indicators that serve as a means to achieve organizational success and mission readiness. The social outcome variables include cohesion, morale, job satisfaction, organizational commitment, wellness, work stress reduction, and good order and discipline.

Establishing and maintaining a high-performance workplace through continual process improvements represents a central day-to-day challenge in today's organizational environment. Dynamic planning and execution of competent quality of life strategies is essential because increasing competition, changing technology, changing work force characteristics, and determining the means of increasing productivity are pressing issues for individual firms and government organizations of the 1990s. The impetus for a high-performance workplace should be placed in a historical context, because researchers and policy makers have attempted to identify, define, and evaluate workplace practices that

have spawned productivity growth and competitive advantage since the Industrial Revolution.

b. The Power of Managed Recreation in Employee Involvement and Social Integration within the High-Performance Organization

Unlike the Industrial Revolution and Frederick Taylor's performance-based measurement processes, today's high-performance workplace has been judged by its managerial initiatives aimed at employee involvement, employee participation, and flexible work scheduling. These practices, exemplified by managed recreation programming in an increasing number of organizations, are geared to sharpen organizational productivity and competitive advantage. They facilitate a positive command climate that enhances the creative, problem-solving, and decision making capacities of employees. High-performance workplaces are replacing traditional practices with alternative means, like managed recreation, that produce more positive social integration and a generally collaborative corporate climate. Organizations seeking alternate managerial perspectives are characterized by normative processes, a values-base community/culture, practices driven by the unique organizational environment, and holistic management (Parks, 1995, p. 18).

c. Managed Recreation's Impact on Stress Reduction and the Optimum Combination of Task Performance and Quality of Working Life

Corporate and DoD managers are continually faced with the challenge of maximizing productivity by optimizing the tradeoff between acceptable levels of employee task performance and acceptable levels of quality in working life. Dr. Craig Finney emphasized the strong impact of stress management in reaching this optimum tradeoff,

enhancing both task performance and the quality of work life. He notes that by offering recreation programs to employees, recreation and employee services managers can assist them in managing their stress and becoming bottom-line contributors to increasing corporate productivity and profits. This can easily be paralleled to the ability of the Navy's MWR programs to meet combat and mission readiness outcomes. A study conducted in the mid-1980s at California State University (Northridge) concluded that providing employees the opportunity to recreate or play between stressful work tasks can have a therapeutic value for sustaining a higher level of work performance. The research also indicated that managed recreation is an active mechanism in decreasing post-stress decrements in performance. (Finney, 1984, p. 23)

Finney believes managed recreation tools are a central element in the organization's ability to design a motivating work environment. These facilities give the employee the ability to gain control over stressors that develop in the workplace and reduce the probability of decreases in task performance that directly follow these episodes (Finney, 1984, p. 23). This motivates the employee to put the stress event behind and move on to the next task with maximum productivity potential. "Because employee recreation programs can provide employees with the opportunity to engage in structured recreation in work situations where they perceive low levels of control, employees themselves can recapture the perception of internal control." (Finney, 1984, p. 24)

The study concluded that there is support for the hypothesis that the employee's ability to recreate decreases the post-stress performance decrement (Finney, 1984, p. 26). These results should motivate organizational policymakers to provide

employees with a significant managed recreation experience to augment task performance (and overall organizational success) by creating lower stress levels while simultaneously enriching quality of work life (Finney, 1984, p. 26). Since it is often difficult to structure work tasks to give workers the feeling of internal control, it becomes more critical for employee services and recreation managers to motivate and maintain increased levels of work performance. It is clear that corporate and DoD managers must continue to implement innovative managed recreation programs as effective vehicles for stress reduction, increased productivity, and organizational success.

d. Managed Fitness Programs' Unparalleled Impact on the High-Performance Organization

Fitness recreation programs, more than athletic and general recreation programs, are believed to have the most discernable and quantitatively justifiable impact on organizational success and employee productivity. James Freeland, CPM, identifies managed physical fitness programming as one of five key methods of improving organizational and employee productivity and motivation for excellence, while at the same time protecting this improvement from deterioration (Freeland, 1990, p. 8). The other methods cited were the "key results area" concept, which encouraged employees to form around a group leader to discuss new approaches to programming; ongoing training systems; realistic reward systems; and top-down leadership. Many recent studies have shown that employees who are active in managed fitness programs enjoy a higher energy level, are more creative, and miss fewer work days than those who are not. (Freeland, 1990, p. 8)

Employee managed fitness programs range from company-paid memberships at private fitness clubs, to complete on-site facilities that often cost millions. Firms supporting these programs justify them for unparalleled and utility-building intangible benefits, including improved attitudes and teamwork, positive outcomes resulting from concern for the nonwork aspects of employees' lives, and increased productivity, achieved through a series of intervening social indicators (cohesion, job satisfaction, wellness, etc.). Organizational commitment is also viewed as an important outcome of managed fitness initiatives, because it can have significant impact on recruiting and retaining employees. Several studies have concluded that organizational success and mental preparedness of workers are enhanced after participating in employee fitness programs.

(1) The Mysteries of Quantification. Justification of managed fitness programs along organizational productivity and mission readiness lines has long been plagued by management's inability to make clear-cut decisions, because of the mystery of quantifying benefits. This reflects a still-common viewpoint of management that frowns on investments based on faith or perception. This occurs when there is little quantitative evidence that managed fitness leads to increased productivity and long-term cost savings.

Realistically, the majority of companies adopting extensive employee managed fitness programs do so because they buy into testimonials of management journals publicizing the positive outcomes of managed fitness on productivity and well-being. Furthermore, these pro-fitness firms commonly feel that their programs speak for themselves, have become an essential element of corporate culture, and require little quantitative justification.

(2) The Success in Quantifying Absenteeism and Turnover Rates.

Absenteeism and turnover rates are among a scarce group of variables that have been consistently used to quantify the productivity of organizational fitness programs. A study by Cox, Shephard, and Corey (1981) determined that high-level participants in a fitness program had a 22 percent lower rate of absenteeism than either low-level participants or nonparticipants (Falkenberg, 1987, p. 515). Examining the hypothesis of Youngblood (1984), Loren Falkenberg emphasized that managed fitness programs should increase productivity through reduced absenteeism for individuals or groups who attach high values to participating in managed fitness while still giving high value to their work (Falkenberg, 1987, p. 516).

> Those employees who place higher value on physical exercise than on work derive more benefit by going to work because they also can exercise while there. Those employees who hold similar values for work and exercise would have more flexibility in allocating their time between two valued activities, thus deriving a higher benefit by going to work. (Falkenberg, 1987, p. 516)

Turnover is a second variable that has been used to directly quantify productivity, organizational success, and mission readiness. Like absenteeism, decreased turnover is believed to be a direct outcome of employee managed fitness programs. Mobley, Griffeth, Hand, and Meglino (1979) postulated that individuals who participate in employee fitness programs may realize the existence and attractiveness of managed fitness opportunities in competing firms, but may be strongly motivated to remain with their present organization due to the attractiveness of its managed fitness programs and facilities (Falkenberg, 1987, p. 516).

Furthermore, limited research efforts have focused on the negative relationship between organizational commitment and turnover (higher levels of commitment have been correlated with lower rates of turnover). The extent to which an organization consistently carries out its recreation and fitness commitments to its employees is frequently regarded as a principal factor influencing overall organizational commitment and lower turnover rates (Falkenberg, 1987, p. 516). Cumulatively, organizational success can be the indirect result of managed programming, which initially is directly targeted to employees' welfare and social well-being. Specifically, organizational exercise and recreation programs increasingly target the positive social indicators needed by employees. Through dedicated employee fitness programs, a firm can demonstrate discernable concern for the health and non-work needs of its people.

(3) The Cox Study Quantifies the Impact of Managed Recreation.

A preponderance of studies conducted in the early 1980s spell out that managed fitness programs have a positive impact on organizational attitudes and work behaviors. For example, the Cox, Shephard, and Corey study (1981) concluded that managed fitness programs indeed reduce turnover and absenteeism (Falkenberg, 1987, p. 516).

Addressing Cox, Shephard, and Corey's 1981 study, "The Influence of an Employee Fitness Program upon Fitness, Productivity, and Absenteeism," in greater detail, it is apparent that the researchers were attempting to establish a correlation between well-regulated employee fitness programs and productivity. Greater productivity was predicted through intermediary variables such as physical fitness scores, absenteeism,

turnover rates, and job satisfaction indicators. Their research was driven by abiding concerns over the slow growth of productivity in North America compared to counterparts in Europe and some parts of Asia. Using startling estimates of production hours lost due to lifestyle-related illnesses, the researchers established an economic motive for determining whether managed fitness interventions have any beneficial effect on worker productivity. They used data from a series of previous studies to hypothesize that productivity gains could result from greater work capacity associated with decreased fatigue levels, a decrease in minor illnesses, relief from boredom, and release of stored anxiety and aggression. (Cox, Shephard, and Corey, 1981, p. 795)

The study methodology included various measurements of job satisfaction, productivity, absenteeism, and employee turnover. Job satisfaction was examined through a Job Description Index that measured five categories, type of work, supervision, pay, opportunities for promotion, and co-workers. Productivity was gauged by turnover rates provided for the individual departments of each participating firm with an average quarterly assessment of productivity per department. Absenteeism was tabulated in four frequency categories over five predetermined months in 1976-77 and 1977-78. Employee turnover data was submitted in grouped format, including high and low adherents, drop-outs, and nonparticipants.

The study generated of a series of consistent results in regard to general attitudes and job satisfaction. It concluded that males in all subject categories (experimental and control groups) were satisfied with their employment, had low perceived anxiety levels, above average self-esteem and few medical symptoms, and were generally

satisfied with their quality of life. Male respondents rated physical activity as significant socially, as a healthy means of releasing tension, and as an avenue to sustain health and fitness. Data from the female population yielded similar tendencies. The Job Description Index, measuring job satisfaction, showed that both males and females gave high ratings to work, supervision, and co-workers in each subject category. (Cox, et al., 1981, p. 799)

In addition, employee turnover, examined in the test company only, indicated that adherents of high- and low-fitness programs had significantly less turnover than nonparticipants. Specifically, the data showed that employee fitness program adherents had a turnover rate of 1.5 percent for the 10-month period of the study, compared to 15 percent for other employees over the same period. (Cox, et al., 1981, p. 799)

Productivity measurements were taken in 23 departments in the test firm and 30 in the control firm. This data indicated that productivity increased by an average of 7.04 percent in the test firm, a result which was strongly impacted by a 0 percent turnover rate in 3 departments, and 4.3 percent in the control firm. (Cox, et. al., 1981, p. 800) These measures were considered meaningful in terms of the productive efficiency and cost savings associated with recruitment and dismissal.

Absenteeism data, observed in the total and effective populations, yielded significant declines in absenteeism rates over the post-intervention periods. Average monthly absenteeism rates decreased by approximately 20 percent in both the test and control companies, compared to pre-intervention data. The decrease was particularly

significant (42 percent) among high adherents to the managed fitness program. (Cox, et al., 1981, p. 800)

Summarizing, the study was particularly effective at breaking out the positive impacts on wellness and economic gains culminating from a managed fitness program. The researchers found that the majority of program adherents made substantial advances in conventional fitness measures, including body fat, aerobic power and flexibility, and were generally motivated to maintain or enhance their health and fitness. Although productivity and job satisfaction experienced only small gains, the significantly reduced turnover and absenteeism rates have had marked economic impact in terms of cost savings associated with hiring, training, and day-to-day productivity. The study projected that reduced turnover would result in an annual company saving of $273,000 and reduced absenteeism would realize direct savings of $88,000. (Cox, et al., 1981, p. 802)

The researchers also indicated that this study might be applied to additional organizational mechanisms, postulating that the program may have also influenced employee motivation and organizational commitment, although management might have great difficulty establishing a clear link between managed fitness and worker performance. (Cox, et al., 1981, p. 803)

(4) The Short- and Long-Term Impacts of Managed Recreation on Organizational Success Factors. For purposes of this research, it is essential to emphasize the impact of managed fitness programs on the organization and subgroups within the organization. Falkenberg developed a model delineating the advantages that accrue to those organizations supporting managed fitness programs for their employees. He indicates

the benefits of having mentally and physically fit employees, as well as the short-term consequences achieved by fitness and the long-term positive outcomes culminating from increased commitment and flexibility in scheduling activities. In order to maximize benefits toward a final outcome of organizational / mission success, he highly recommends heavy implementation of in-house programs. (Falkenberg, 1987, p. 517)

Summarizing the short- and long-term impacts of managed fitness initiatives on organizational success factors, it is critical that the organization facilitate fitness programming during demanding work periods to reduce stress symptoms, that employees are encouraged to schedule work and nonwork activities that can reduce absenteeism and lateness, and that, in the long-term, the organization can demonstrate a primary human resource strategy resulting in increased commitment and reduced turnover. (Falkenberg, 1987, p. 518)

e. Examination of Managed Fitness Versus Productivity Yields Justifications for Capital Investments

A 1979 study involving a Canadian corporation took aim at the relationship between managed fitness and productivity to justify the firm's capital investments in this area. A corporate executive group developed a continuum to project the impacts of exercise programming on mental and physical fitness, increased effort on the job, and increased corporate productivity / success. The framework of the study examined four general pathways through which managed fitness might ultimately lead to enhanced productivity. Similar to previous studies cited, the first two pathways were better health (wellness) and positive impacts on turnover and attendance. The third pathway measured

positive changes in work attitudes and feelings (i.e., job satisfaction and organizational commitment) and their eventual effect on productivity. The final pathway addressed increased energy and decreased fatigue levels. (Howard, 1979, p. 192)

Similarly, a 1972 NASA study of white collar workers found that these individuals generally perceived more positive work attitudes, increased wellness, reduced stress, and improved work performance. In addition, workers perceived that adherence to the fitness program created beneficial outcomes in work, health, and quality of lifestyle. (Howard, 1979, p. 192)

The four-pathway model, developed by John Howard and Alexander Mikalachki, begins with the factors that derive participation in managed fitness programs, then addresses several phases of psycho-social indicators, and finally achieves long-, intermediate-, and short-run productivity outcomes. The first phase of the model cites how the factors influencing participation drive the fitness or recreation program's existence and attend to the duration, intensity, and behavioral change associated with involvement. It assumes a measured fitness improvement before addressing a series of social indicators. (Howard, 1979, p. 193) Attendant factors influencing participation include fitness knowledge, facilities / programs, personal history, time availability, voluntary / involuntary participation requirements, and job factors. Since personnel who have better knowledge of fitness program benefits are more inclined to participate, top management involvement is critical in providing the encouragement, persuasion, and leadership needed to facilitate attendance. The impact of life cycle duration is significant in that shorter cycles are perceived as catalysts to induce participants to make managed fitness part of their day-to-

day lifestyle. (Howard, 1979, p. 194) Ultimately, the majority of the company benefits will only be discernable in the long run, implying that the firm must use its involvement in managed fitness as a catalyst for a continuing impact, or must establish a bottom-line lifetime commitment to organized fitness. (Howard, 1979, p. 194)

Evaluating exercise and short-run productivity, the first pathway of the model is founded in the belief that fitness leads to greater energy, less fatigue, and enriched physical and mental fitness. The ultimate productivity outcomes are mediated by individual job descriptions and mental and physical fitness levels (Howard, 1979, p. 195). The relationship between managed fitness and mental fatigue is particularly significant, because "individuals better able to deal with mental fatigue are likely to make better decisions, be less accident prone, and to be willing and able to put in more effort. Occupations characterized by a high risk of mental fatigue are the ones most likely to demonstrate a relationship of exercise / fitness to productivity." (Howard, 1979, p. 195)

The impact of managed fitness on short-run productivity is minor in comparison to its influence on attitudes and company identification in the intermediate-run and wellness in the long-run. Evaluating the two possible attitudinal outcomes of managed fitness, the first can produce more positive self-images as end outcomes while the second outcome states that the employee fitness program may culminate in more positive attitudes toward the organization and work. (Howard, 1979, p. 195) "It has been suggested that programs of this type may lead to stronger identification with the organization and greater commitment to its objectives." (Howard, 1979, p. 195) However, as previously discussed, feelings and attitudes may only be quantified for productivity through their impact on

absenteeism and turnover. The third pathway of Howard's model introduces a more supportable connection between managed fitness and long-run productivity, achieved through the relationship between managed fitness and wellness (Howard, 1979, p. 196). The model proposes that wellness influences productivity through the worker's ability to attend work and the length of the work cycle. Muchinsky (1970) paralleled this model by identifying job satisfaction and ability to attend among the most significant factors influencing attendance on the job. (Howard, 1979, p. 196)

Howard and Mikalachki believed that there was a significant relationship between managed fitness and long-run productivity, providing that the worker's potential working life is considered. In addition, if absenteeism / attendance are examined as intermediate productivity measures, then a positive correlation can be derived between exercise, absenteeism, and concurrent productivity. (Howard, 1979, p. 197)

C. MANAGED RECREATION'S IMPACT ON COHESION

1. Cohesion Defined / Impact in a Military Context

Cohesion has been defined as "the bonding together of member of an organization/unit in such a way as to sustain their will and commitment to each other, their unit, and the mission." (Henderson, 1985, p. 3) Researchers have frequently viewed cohesion as a significant social outcome of recreation programs in the public sector, private sector and military. Military commands and units are particularly dependent on cohesion to achieve and sustain combat effectiveness and mission readiness. "The principles of war, which apply equally to all nations, are autonomous and that an army that achieves the

greatest cohesion will win, everything else being equal." (Henderson, 1985, p. XX) While adversaries in combat have frequently been well-matched in terms of tactical proficiency and strategic planning capability, the level of cohesion among units in an army, navy or air force has often been the central and deciding factor in the outcome of the conflict.

Cohesion certainly is evident in a unit whose everyday goals, which include managed fitness, athletic and recreation programs, are espoused by the individual soldiers, the small group the soldier identifies with, and the leaders of the unit. Accordingly, quality of life programs focus and sustain each individual's strong loyalties to his unit, such that the group trains and fights together with a willingness to risk death to achieve common objectives and spare fellow soldiers.

In Cohesion: The Human Element of Combat, William D. Henderson challenges us to emphasize the human elements and warns of the dangers of measuring military power from the standpoint of troop numbers and military might. "The failure to consider the human element in war adequately and an overemphasis on weapons capabilities, numbers of troops, and other concrete factors are caused by the difficulty in quantifying the human element, whereas the more tangible factors are easily counted, totaled, and compared." (Henderson, 1985, p. 3) To sustain the relationship between cohesion and combat / organizational effectiveness, the organization should prescribe structural characteristics (i.e., managed athletic and recreation initiatives) that will enhance cohesion. "The cohesive unit becomes, in effect, a social and support organization capable of satisfying the soldier's major needs." (Henderson, 1985, p. 13)

Henderson notes the importance of "primary social affiliation" as an extremely powerful indicator of cohesion. When a soldier achieves this affiliation, the small military unit has replaced influences like family as the soldier's principal everyday motivator. Cohesion is created by providing a means of gaining esteem and recognition and establishing a strong feeling of mutual affection. Leadership is vital in preventing alienation of the soldier from the group, or leaders, and is greatly impacted by managed free-time activities within the unit. (Henderson, 1985, p. 14) Cohesive units are said to benefit significantly from recreation activities designed to increase the frequency and duration of unit members' association. Non-work activities should be initiated to motivate frequent and extended association. Specifically, clubs, athletics and social events should be managed to promote unit participation. (Henderson, 1985, p. 19)

Within military circles, there remains a host of initiatives that our DoD components can apply to more effectively achieve and sustain group cohesion in areas other than the operational environment, including managed recreation activities, training and billeting, day-to-day housekeeping chores, and various ceremonial functions. For example, Henderson strongly believes the innate group cohesion within the North Vietnamese ranks during the Vietnam War ultimately decided the conflict in their favor. In Cohesion: The Human Element in Combat, he speaks of the intense, lengthy and frequent associations among unit members, interactions which epitomized day-to-day life within divisions of the North Vietnamese Army. Throughout the period soldiers were associated with a North Vietnamese Army unit, leaders consistently executed intense socialization and resocialization programs, including recreational functions, within the ranks. (Henderson,

1985, p. 46) "Through intense group pressures manipulated by unit leaders, the soldier accepted group norms that were firmly grounded in the dominant bonds and expectations formed between him and his fellow soldiers." (Henderson, 1985, p. 46)

Henderson attributes the U.S. Army's loss of control over individual soldiers to the decline in small-unit cohesion since the all-Volunteer Army was initiated some two decades ago. (Henderson, 1985, p. 155) Leaders may feel that they are producing cohesive units to serve operational contingencies, but they have been isolated from their units in regard to participation in on and off-duty quality of life programming that would better sustain unit cohesion. The creation of cohesive units has been increasingly difficult in all units except some of the more elite ranger, airborne, and geographically isolated units, because most of these units do not provide the primary source of social affiliations (managed recreation programming and other quality of life motivators) necessary to sustain unit cohesion from hour-to-hour and day-to-day. (Henderson, 1985, p. 155) Consequently, the American soldier frequently will seek his main social affiliations, esteem, recognition and other needs beyond the realm of influence provided by his unit and attendant leaders.

> The inability of the US Army to maintain small-unit integrity and stability strongly reinforces the transient nature of the small unit. Not only the individual replacement system but the failure to bind the soldier to his unit through traditional means and through positive unit control over the good things in a soldier's life hinders cohesion and contributes to the soldier's being controlled by actions and people beyond his unit. . . . To assume that the soldier is primarily an economic man and can be motivated primarily through utilitarian means denies the U.S. Army the strongest motivation possible on the battlefield - the small unit with its leader, held together by a common calling and strong and mutual expectations about the behavior of each other on the battlefield. (Henderson, 1985, p. 155)

Henderson stresses recreation opportunities as well as strong barracks and mess facilities interactions as avenues to regain the integrity of cohesive units. He attributes the effects of recruitment policies, internal Army policies, and other societal effects to denying small-unit leaders the capacity to build cohesive units. (Henderson, 1985, p. 156) Furthermore, he charges that such elements as permanent liberty pass policies, social affiliation with outside groups, and insufficient habitability in many barracks and messes are reasons that "the small U.S. unit remains a fragmented group unable to coalesce around its leaders to produce a cohesive unit." (Henderson, 1985, p. 156)

2. The "Boys in the Barracks" Syndrome

Similarly, Colonel Larry H. Ingraham, USA (Ret.) attributes the breakdown in unit cohesion to what he calls the "Boys in the Barracks" syndrome (Ingraham, 1984, p. xv). He speaks of the great social distances across the ranks of army enlisted men, army non-commissioned officers, and army commissioned officers. Ingraham believes that managed recreation activities within the peer group have important status-sorting consequences and provide a significant parcel of the interpersonal commonality, team building and sentiment necessary to keep the unit combat-effective. He emphasizes the significance of slack times during the duty day and barracks time after working hours as a prime opportunity for individuals to know and define their own potential, and that of fellow soldiers. These time resources have not been tapped adequately. (Ingraham, 1984, pp. xvi-xvii)

> It is in the playing, gossiping, carousing and smoking that consensus emerges as to who in the group can act and who can talk, who has sound judgment, and who is a fool, who is reliable and who is untrustworthy, who gets into trouble and who stays out. Such comparisons are critical for effectiveness in combat, for the ability to make accurate judgments has much to do with the

> appropriate deployment of unit resources. In the final analysis, it is the ability to make such determinations with confidence that distinguishes the "seasoned" military unit from the "green" one. (Ingraham, 1984, p. xvii)

Ingraham notes the significant constraints that work group, rank, residence and race place on primary social affiliations, relegating barracks dwellers to limited choices in their selections of social companions. (Ingraham, 1984, p. 69) These constraints and the resultant breakdowns in small-group solidarity in enlisted relationships in combat have transformed the U.S. Army "from a group-oriented, fraternalistic institution to an individualistic, contractual occupation" that does not respect the power of interpersonal relationships in sustaining and motivating the GI, according to Dr. Charles Moskos. (Ingraham, 1984, p. 217 - Moskos)

In addition, the marked sociological division between married and unmarried servicemen induced barracks dwellers to leave the post to seek managed recreation opportunities after duty hours. The majority of the activities, including baseball games, bowling leagues, craft fairs, picnics, and chapel groups, were targeted to married groups, making it difficult for the single soldier to access the recreation system and assume significant roles as a coach, scout leader, or committee member, etc. Constrained from participation in group MWR activities, the single soldier was restricted to nonterritorial, individual events like those offered by gymnasiums, service clubs, or post movie theaters. (Ingraham, 1984, p. 23)

3. What the Literature Says About the Cohesion - Positive Outcomes Relationship in the Organization

In the literature, one commonly finds athletes, coaches and spectators lauding cohesiveness as the deciding factor in the final outcomes of team sports. Although the anecdotal adages that "the team that stays together plays together and wins together" and "players play, but teams win" are spoken frequently, the perceptions and research studies of leading sports and recreation sociologists and psychologists regarding a direct association between cohesion and performance outcomes have been fragmented.

a. Cohesion / Group Dynamics and Organizational Success

A considerable body of literature has focused on the impact of interacting and competitive coacting groups, particularly sports teams, on cohesion, team building and, ultimately, positive team performance outcomes. The group dynamics inherent in sports teams will be used as a foundation to draw parallels between group goals in athletics and those that emerge from the Navy's MWR fitness, athletic and other recreation programs.

Group cohesion represents the summation of all forces motivating individuals to remain in the group, and are dependent on the relative degree of attractiveness between members of the group (social cohesiveness) and the extent of the activities in which the group participates (task cohesiveness) (Landers and Luschen, 1974, p. 57). Because sports team performers attach such significance to performance (winning), researchers have focused heavily on the impact of social cohesiveness on team performance. Generally, studies have indicated that groups, viewed from a group structural perspective, are more productive (effective) if their members demonstrate high interpersonal attraction

and cohesiveness (Landers and Luschen, 1974, p. 59). Interacting groups (teams) are dependent on means interdependence, frequency of interactions, and a distinct division of labor among team members to achieve the ultimate objective of enhanced cohesion. Means interdependence is the outcome when each interacting group member values the individual contribution of each member of the group to the completion of the task. The group performance outcome in a recreation or athletic activity is the result of a complex process where a combination of several group members' performances (or task activities) are undertaken at a specific time, or in a particular fashion; this process is essential to satisfying means interdependence criteria. (Landers and Luschen, 1974, p. 59)

Structural demands can have a significant impact on elements of group structure, including interpersonal attraction, in managed athletic and recreation programs. Teamwork results from the integration of specialized skills and interdependent actions within the interacting group, with cohesiveness often determined through the rate of interaction between team members (Landers and Luschen, 1974, p. 59). A study by Sherif, Harvey, White, and Wood (1961) concluded that interacting task groups create increased rates of interaction, leading to increased cohesiveness and task performance (Landers and Luschen, 1974, p. 59).

b. Studies of Cohesion and Team Performance Outcomes

(1) Landers and Luschen. A 1970 study by Landers and Luschen looked at cohesion and team performance outcomes using 52 intramural bowling teams at the University of Illinois as subjects. The team members were asked to rate other teammates for interpersonal attraction, task, communication, and power interpersonal team

relations. Several sociometric questions were asked to assess cohesion, task, power, and communication relations, including teammates' contributions to bowling performance, the influence that each team member has on the team as a unit, each team member's impact on the individual respondent, and the amount of verbal communications the respondent had with each team member on the bowling alley. (Landers and Luschen, 1974, p. 63) The results indicated that, through discriminant function analysis, the task and interpersonal attraction measures were found to have the greatest impact on the performance outcomes of successful and unsuccessful teams. Specifically, the task means focusing on group structure indicated that successful teams rated teammates significantly higher in regard to the impact of task effectiveness. (Landers and Luschen, 1974, p. 67)

(2) Cohesion in Interacting Sport Outcomes: Williams and Widmeyer. A considerable amount of research has spelled out that the direct relationship between cohesion and positive team sport outcomes only applies to interacting sports, where success is dependent on an interdependent pattern of teamwork inherent in the group. Conversely, these same researchers have found a negative relationship between cohesion and positive team sport outcomes in coacting sports, where team success is the summation of individual performances. (Williams and Widmeyer, 1991, p. 364) Research conducted by Carron, Widmeyer and Brawley (1985) developed a multidimensional cohesion model that utilized the Group Environment Questionnaire (GEQ) to differentiate between task (including group goals and objectives) and social aspects of cohesion (Williams and Widmeyer, 1991, p. 365). Williams and Widmeyer developed a GEQ and conducted a field study in 1985 motivated in part by Steiner's group productivity model

(1972), which culminated in an explanation on how cohesion might influence positive performance outcomes in both interacting and coacting sports. Steiner utilized the following equation: ACTUAL PRODUCTIVITY = POTENTIAL PRODUCTIVITY minus LOSSES DUE TO FAULTY PROCESSES. The process losses were driven by faulty coordination, including poor timing and ineffective strategies, and reduced motivation. (Williams and Widmeyer, 1991, p. 365)

Williams and Widmeyer rejected the dichotomous classifications of interacting and coacting sports and felt that cohesion would enhance productivity in all group sports through enhanced communication, coordination, and teamwork. They believed high cohesion should positively influence performance in all sports through increased motivation, increased coordination, and greater commitment to group goals. (Williams and Widmeyer, 1991, p. 366)

Williams and Widmeyer's GEQ was developed to measure four aspects of cohesion, including members' attractions to their group's task; members' perceptions of their group's integration around its task; members' attractions to the social aspects of their group; and members' perceptions of their group's social integration, and targeted 83 female golfers from 18 NCAA Division I university teams. Through hierarchical and step-wise multiple regression analysis, the researchers looked for the individual effects of task and social cohesion on performance outcomes. They found that both forms of cohesion correlated positively with performance outcomes, although social cohesion had a relatively minor impact. Cohesion was determined to be directly related to

increased intra-team communication and motivation. (Williams and Widmeyer, 1991, p. 367-368)

Overall, Williams and Widmeyer proved their hypothesis that cohesion positively correlates to performance in all team sports, although the higher coordination and cooperation required in interacting sports allowed cohesion to have a greater potential of decreasing productivity losses due to faulty coordination. (Williams and Widmeyer, 1991, p. 369) Widmeyer and Martens (1977) found in another study on cohesion and performance outcomes that, when cohesion was directly assessed using players' ratings of team unity and overall attraction, 18 percent of the variance in performance outcomes was accounted for by cohesion in multiple regression analysis (Widmeyer and Martens, 1978, p. 372). The preponderance of research data prior to their study reflected a positive relationship between high-cohesion teams and high-performance teams, due to group attraction, high commitment to task performance, superior communication and coordination of resources, and considerable loyalty, longevity and persistence toward group goals. However, a series of conflicting experimental studies determined that differing task demands and group processes had a significant influence on the relationship between cohesion and performance/productivity . These inconsistencies necessitated an additional examination of the cohesion-performance outcome relationship with consideration of three mediating variables including ability, participation motivation, and gender. (Widmeyer and Martens, 1978, p. 373) Of the three variables, group motivation was perceived to be the pivotal factor in variations between cohesion and productivity. A multiple regression analysis that linked participation motivation with

cohesion backed up this perception and significantly improved the prediction of performance outcome. (Widmeyer and Martens, 1978, p. 377)

(3) Influence of Group Goal-Setting on Cohesion / Performance.

The group, whether it be components of a ship's company or a private sector organization, intuitively has a significant impact on developing well-managed recreation, athletic, and fitness programs that achieve the desired relationship of participatory goal setting to cohesion, and ultimately to group performance. A field experiment by Person (1987) showed that maintenance groups that utilized participative goal setting found a greater perceived involvement in the group decision making process and, consequently, greater job satisfaction that linked to greater performance outcomes (Brawley, Carron, and Widmeyer, 1993, p. 246). However, it is necessary to expand the study of goal setting to include other dynamic goal-related processes, variables, and strategies tied to managed recreation, athletics, and fitness.

Brawley, Carron, and Widmeyer's 1993 study attempted to determine the relationships between two categories of predictor variables (group goal-related variables and group cohesiveness) and two categories of criterion variables (degree of goal satisfaction and the amount of participative group goal setting) (Brawley, et al., 1993, p. 249). Group cohesion was measured through a Group Environment Questionnaire and goal-related variables included goal clarity, goal influence, team commitment, team satisfaction, participative group goal setting, and perceptions of existing goals and goal certainty. Thirteen adult community and college teams from three municipalities participated in the study. There were two specific objectives of the research: 1) to

determine whether group goal clarity, commitment, behavioral influence, and group cohesion could predict an outcome of team satisfaction with group goals; and 2) to determine the existence of a valid relationship between perceptions of participative team goal setting and those of group goal clarity, commitment, certainty, behavioral influence, and team cohesion. (Brawley, et al., 1993, p. 249)

The study applied team cohesion scores, as well as goal clarity, goal influence, goal commitment, and goal certainty, to achieve a relationship between team satisfaction and team goals for competition, and found that cohesion was the most common predictor of team satisfaction with team goals at mid- and end-season. This model supported the perception that well-managed recreation and athletic groups directly induce increased group unity and focus on team goals, which translates to satisfaction with the group or team's competitive goals. (Brawley, et al., 1993, p. 253) The study substantially proved the hypothesis that group goal-related variables are correlated to the psychological consequences of perceived team goal setting. Both multiple regression and discriminate function analyses determined that the group cohesion variable is related to team satisfaction with group goals and is more significant among individual members who perceived that their team engaged in group goal setting. (Brawley, et al., 1993, p. 257)

In planning and implementing managed recreation, athletic and fitness programs, organizations have increasingly looked to group rather than individual goal setting, in light of the perceived importance of group cohesion, the relatively insignificant focus on the group until recently, and the surprisingly small amount known about the sociology of managed sports and fitness in group settings. The foundations of

well-managed sport, recreation and fitness lie first in the efficient organization of groups, whether they be recreation, leading sports teams, or fitness instructional classes. Carter and Zander pointed out in a 1968 study that if we wish "to understand or to improve human behavior, it is necessary to know a great deal about the nature of groups." (Brawley, Carron, and Widmeyer, 1992, p. 325)

Mills (1984) emphasized that group goals are unique and independent from individual goals and that "what sets the concept of group goal apart is that in content and substance it refers to the group as a unit - specifically to a desirable state of that unit." (Brawley, et al., 1992, p. 325) Relatively unexplored even to this day, group goals must be focused on in order to understand what drives cohesion and, ultimately, performance in managed sport and exercise and to have full insight into the resultant group behaviors, products, and outcomes.

Brawley, Carron, and Widmeyer's research aimed at explaining the nature of group goals through athlete perceptions on managed sports teams. Based on their already established goal setting and group dynamics theories, they set out to prove the empirical superiority of specific over general goals and process over outcome goals, in regard to motivation for successful team or organizational performance. (Brawley, et al., 1992, p. 327) Outcome goals merely reflect the consequences (ends) of managed activities while process goals reflect the means used to achieve the positive outcomes. The researchers found that approximately 70 percent of team goals were general while less than 30 percent were specific and well-described. (Brawley, et al., 1992, p. 329) These results

underscored the importance of a renewed focus on group behavioral processes in achieving the positive outcomes of managed group activities.

Brawley, Carron, and Widmeyer's studies of group processes were made more significant by addressing conclusions from additional research, including Locke's 1981 study, which found that of 110 studies reviewed, 99 indicated that hard, specific goals yielded better performance than easy, medium, or lesser goals. (Brawley, et al., 1992, p. 328) In addition, they reflected on the work of Albinson and Bull (1988), which focused on the notion that managed activities often strictly emphasize the outcome and ignore the process, stressed the risks of setting goals that are outcomes of performance, and pointed out that goals should be established to reflect the performance level required to produce a high probability that the desired outcome will occur. (Brawley, et al., 1992, p. 329)

After querying selected athletes on their perceived outcome and process goals in practice and competition, Widmeyer and his associates found that when team goals were addressed in both competitive and practice environments, the major emphasis was placed on the processes required to achieve effective team performance outcomes. (Brawley, et al., 1992, p. 329) Generally, it is essential to understand program and team goals in the context of the process content needed to achieve the ultimate outcomes of managed athletic, fitness, and recreation teams and organizations. Four types of goals can emerge from managed group activities, including being engaged in a particular recreation or athletic activity; end states of a specific managed activity; rate of progress toward a desired end state; and emotional end-states, like cohesion ("feeling like a unit"),

esprit de corps ("being up as a group or team"), and positive mental states as indicated by job satisfaction and organizational / team commitment. (Brawley, et al., 1992, p. 331)

(4) The Cohesion-Leadership Interface in Explaining Managed Recreation Outcomes. As the literature indicates, group dynamics, including cohesion and leadership, are a powerful force in depicting interpersonal relations within the group and explaining positive performance outcomes of managed recreation and athletic activities. Cohesion has been hypothesized to have a direct relationship to team success both in member-dependent sports and when cohesion is viewed in the context of psychometric terms of member attraction to the group. (Dishman, 1982, p. 145) While researchers generally believe that they cannot objectively quantify leadership as a predictor of sport performance, they feel that the most effective leadership style would be a function of the sport setting and the motivations of sport participants. (Dishman, 1982, p. 146)

(5) The Cohesion-Teambuilding Interface in Determining Group Outcomes in Managed Fitness. Cohesion and team building in the exercise setting is also believed to have a direct association with a series of group outcomes, including excellent group performance, improved communications and social interactions, group stability, role acceptance, and conformity to group norms shared in the team or organization's culture. Carron and Spink (1992) chose fitness classes as targets for their study and wanted to determine whether cohesiveness could be improved in a field experimental setting. They selected fitness classes for three principal reasons: (1) fitness classes generally reflect a small number of the criteria normally used to define a group, thereby making them an ideal nonlaboratory situation for looking at the evolution of important group dynamics from a minimal threshold level; (2) because many group processes and outcomes seen in an athletic

team environment are absent in a fitness class environment, choosing fitness classes to measure cohesion and group outcomes represents a new approach to determine whether interactive processes exist in this area; and (3) perceptions of the positive influence of cohesiveness in fitness classes would intuitively result in positive outcomes, in spite of the absence of group criteria and processes. (Carron and Spink, 1993, p. 8)

Managed fitness programs are perceived to motivate significant cohesion properties, despite relatively minimal group processes, because participants draw on strong intrinsic motivations to develop social bonds and social identities. Cohesion is driven by a social categorization process where fitness class members ultimately view their classes in terms of "we" and develop strong perceptions of cohesiveness and adherence to the group's processes. (Carron and Spink, 1993, p. 10)

The principal thrusts of Carron and Spink's research were to determine whether implementing a team building program would increase fitness class members' perceptions of cohesion relative to a control group and evaluate the impact of the team-building program on the satisfaction level of fitness class members (Carron and Spink, 1993, p. 11). Because previous research had determined that exercise participants demonstrated greater motivation and cohesiveness when given the rationale for a team building program, instructors outlined the general benefits of cohesiveness, including group stability, conformity to group norms, and willingness to share responsibilities for group outcomes. Researchers evaluated the impact of the team building program in fitness classes through a conceptual framework that included group environment (distinctive group members) and group structure (norms and positions) as inputs; group processes, including

interaction, communication, and sacrifice, as throughput; and group cohesion, both task and social, as outputs (outcomes). (Carron and Spink, 1992, p. 12-13) Unique intervention strategies were used for the input and throughput phases of the conceptual framework, while cohesiveness was measured by a Group Environment Questionnaire, described earlier in the literature review.

The discriminant analysis of cohesion and satisfaction demonstrated that the team building program significantly enhanced cohesion and satisfaction of fitness class participants with their experience. Within the conceptual framework, the team building program apparently enhanced positional stability of class participants, development of group norms, perceptions of distinctiveness, and group interaction and communication. (Carron and Spink, 1993, p. 17). Considering the significant impact of team building processes on managed fitness, these strategies would certainly have an impact on group cohesion in managed sports and recreation groups that have far more interacting group processes.

4. New Innovations in Social Networks Research

In the late 1980s and early 1990s, a new area of behavioral research referred to as "social networks research" has been applied to managed recreation. In sociological terms, "networks" are extended patterns of actual or potential relationships and ties between people. Social network researchers examine various forms of interaction, cohesion and structure within a system of people in an organization, and postulate how these patterns impact group behavior in the organization. Network analysis has been applied to determine the impact extended social ties have on such outcomes as organizational cohesion, wellness,

and organizational effectiveness. Social networks research has made an increasingly significant impact on managed recreation, establishing a unique focus in examining the extent to which units' or groups' behaviors are influenced by the sets of relationships in which they take part. Functioning to determine how social relationships and network structures intersect to produce behavior, networks research focuses on the forms of extended relationships between people. (Stokowski, 1991, p. 18-19) "The network approach suggests that recreation choices are governed not only by immediate relational ties with significant others, but also by the collective influence of more distant social network relations." (Stokowski, 1991, p. 19).

Social networks research can be applied to public and private sector managed recreation through analysis of the structure of organizational/community cohesion that enhances recreation participation. In addition, the research can evaluate the long-term impacts of managed recreation interaction networks on the organization.

Examining the implications of social networks research in managed recreation, researchers looked at the social groups that develop through managed recreation, but expanded their studies to include the effect of extended social relations on decision making processes and participation. This augmented structural focus is believed to better facilitate managers in teaching the benefits of managed recreation to non-participants and motivating employees who feel constrained from participating. (Stokowski, 1991, p. 21) In addition, it is necessary to understand the patterns of social relationships and whether they reflect functional or dysfunctional network structures. By doing so, organizational units could more effectively structure managed recreation to provide opportunities for relationships that

enhance social support and satisfaction. (Stokowski, 1991, p. 21) Furthermore, social network analysis could facilitate further exploration of the importance of cohesion, developed through managed recreation. These relationships could be brought into leisure settings intact, requiring managers to organize activities and locations that enhance cohesion, or managers might have to implement managed recreation opportunities to enable individuals to develop social interactions that result in greater feelings of unit cohesion. (Stokowski, 1991, p. 21)

5. Criticality of Group Cohesion in Combat Zones

Group cohesion is critically important in units such as the one that patrols the demilitarized zone (DMZ) separating North and South Korea. Many of the troops assigned to this unit were previous members of elite units already known for their cohesiveness and teamwork. The managed recreation and athletic activities and facilities provided along the DMZ mediate the immense responsibilities and daily rigors of duty there and enhance the troops' mental and physical preparation for their mission. The unit commander at the time, Colonel Patrick, emphasized "it is important that the image we give is one of strength, discipline, size and readiness. We want to give them an indication of what they would expect to find if they attacked the South." (Smith, 1988, p. 46)

D. MANAGED RECREATION'S IMPACT ON JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT

1. Managed Fitness and the Relationship Between Job Satisfaction and Productivity

In assessing the rationales used by organizations to assess managed physical fitness programs, Ratliff and Driver (1982) used a model to indicate that once fitness levels and cohesiveness increase as a result of managed fitness, increases in job satisfaction and, ultimately, organizational productivity/success will follow (Driver and Ratliff, 1982, p. 21-22). "It is because of some sense of satisfaction with their organization, work group, etc., that management thinks employees behave or perform in a manner more in consonance with the way the organization would like them to behave." (Driver and Ratliff, 1982, p. 26) Specifically, Ratliff and Driver believe that job satisfaction can produce increases in productivity and related decreases in absenteeism, turnover, and tardiness. However, they also emphasize that performance (productivity) can lead to job satisfaction. (Driver and Ratliff, 1982, p. 26)

2. The Effects of Integrating the Work and Nonwork Boundaries

It is has become increasingly significant to investigate the relationship and degree of integration between the work and nonwork organizational domains, particularly in terms of the relationship between managed recreation practices and job satisfaction. Hall and Richter (1988) stressed the importance of understanding organizational responses to recreation and family in the context of boundary flexibility (time and location between work and nonwork are moveable) and boundary permeability (psychological issues of either domain enter the location of another). They postulated that employers manage the work

and nonwork domains either by establishing physical boundaries between the domains that are flexible to employee needs or integrating the roles and activities of both domains. (Kirchmeyer, 1995, p. 515)

a. The Three Organizational Responses to Nonwork

Kirchmeyer (1995) devised a study to examine the effectiveness of three categories of organizational responses to nonwork, partially supported by Kanter, Hall and Richter's boundary concepts. First, Kanter (1977) proposed that one response was driven by the assumption that "separation" characterized the work and nonwork domains. Second, Kanter proposed that another response was motivated by "integration" of the work and nonwork worlds, meaning employers take on significant roles in managing the work and nonwork lives of workers. "Integration" of domains is becoming particularly applicable in managed recreation and child care practices promoted within today's organizations. Third, Richter (1988) proposed that organizations adopt a "respect" response which allows the employer to value the nonwork recreation activities of workers rather than taking total control of that domain ("integration"). (Kirchmeyer, 1995, p. 515)

Assessing the effectiveness of the three organizational responses to managed recreation and other nonwork activities can be achieved through examination of the desired outcomes of organizational commitment, reduction of conflict between work and nonwork boundaries, and status enhancement and personal development that parallel job satisfaction (Kirchmeyer, 1995, p. 515). A series of recent studies have indicated that strong relationships exist between nonwork variables such as managed recreation and

organizational commitment, citing the value of organizational commitment in predicting productivity factors like turnover and absenteeism (Kirchmeyer, 1995, p. 515).

b. Synopsis of Kirchmeyer's 1995 Study of Work-Nonwork Boundaries

Kirchmeyer (1995) advanced six hypotheses supporting her belief that the "integration" and "respect" responses to nonwork (including managed recreation) consider workers' whole lives and may elicit increased commitment of workers to their organization. These hypotheses include that (1) "integration and respect responses will correlate positively with organizational commitment"; (2) "integration and respect responses will correlate negatively with negative spillover from nonwork to work (nonwork making work difficult or problematic)"; and (3) "The respect response will correlate more strongly with positive spillover from nonwork to work (nonwork activities enhancing job satisfaction and organizational commitment)." Researchers have suggested that the organization's management of the nonwork boundary has direct impact on organizational commitment, because it advances values appealing to workers, creates strong loyalty, and increases individual competence that directly ties into productivity. (Kirchmeyer, 1995, p. 515)

Kirchmeyer drew from a sample of 221 Canadian managers involved in both work and nonwork domains, 126 of whom actively participated in managed recreation groups including sports teams, hobby associations, and social clubs. The study deliberately targeted employees perceived to have high demands in both domains (Kirchmeyer, 1995, p. 515). Because highly tasked workers are subject to high levels of interdomain conflict, research with this sample population would provide a more objective assessment of the

impact of managed recreation on commitment and a better understanding of how management could induce multiple domain participation (Kirchmeyer, 1995, p. 515). One of three sections on the self-administered questionnaire covered the recreation domain including sports teams, social clubs, and hobby organizations. Respondent data were measured through 10 common outcomes/practices used in today's organizational environments, and were classified within the three response types described earlier. Among the 10 measures examined were organizational commitment; positive nonwork to work spillover; negative nonwork to work spillover; work involvement; work hours; nonwork involvement; and nonwork hours.

Through factor analysis of the 10 measures, the study concluded that the "integration" and "respect" approaches correlated positively with organizational commitment, negative spillover correlated significantly with organizational commitment; and nonwork involvement correlated positively with "integration." Through multiple regression analysis using age, gender, and work involvement predictors, organizational responses to nonwork activities ("respect" in particular), including managed recreation, accounted for a significant amount of the variance in organizational commitment. (Kirchmeyer, 1995, p. 515) Because integration and respect responses regarding nonwork-work interfaces indicated significant positive correlations with organizational commitment, it follows that organizations that respect and integrate managed recreation into the workplace can have significant impact in shaping employee attitudes and job satisfaction critical to organizational success. Organizations should continue to pursue managed

recreation programs, with capital constraints, that "respect" nonwork-work boundary flexibility.

c. *Synopsis of Kirchmeyer's 1992 Study of "Expansion" vs. "Scarcity Models*

Earlier, Kirchmeyer concluded in a 1992 study that employee participation in nonwork domains, including managed athletics and recreation, can enrich resources available in workplace, thereby increasing job satisfaction and organizational commitment (Kirchmeyer, 1992, p. 775). Her research, which tested the scarcity and expansionary models of personnel resources in the nonwork domain, followed on a series of 1980s studies indicating that a positive relationship exists between the extent of nonwork participation in managed activities and organizational commitment and job satisfaction. Through managed nonwork programming in the workplace, Kirchmeyer believed "positive spillover" could occur from nonwork to work, and that those groups participating could significantly enhance their quality of work life and energize job satisfaction/commitment. (Kirchmeyer, 1992, p. 777)

Kirchmeyer's research set out to refute Mark's (1977) "scarcity model," which assumed that employees have limited resources and, therefore, have to devote more resources in one organizational domain at the expense of the other. Conversely, she aimed to support Mark's "expansion model," which assumed that there are abundant and expandable resources available to employees in both domains and that time and involvement in managed nonwork activities could actually enhance organizational commitment. Using a sample population of 479 graduates of a Canadian university business program who now

hold various middle management positions, Kirchmeyer set out to prove six "expansion model" hypotheses, including 1) "greater organizational commitment will be associated with more time spent in the nonwork domain; 2) greater organizational commitment will be associated with greater personal involvement with the nonwork domain; 3) greater job satisfaction will be associated with more time spent in the nonwork domain; 4) greater job satisfaction will be associated with greater personal involvement with the nonwork domain; 5) greater organizational commitment will be associated with greater resource enrichment from nonwork participation; and 6) greater job satisfaction will be associated with greater resource enrichment from nonwork domain participation." (Kirchmeyer, 1992, p. 778-779)

Another "expansion model" developed by Sieber (1974) focused on resource enrichments that could be gained through four dimensions of multiple role participation, including privileges gained, status security, status enhancement, and personality enrichment. (Kirchmeyer, 1992, p. 778)

> In terms of Marks' theory, these dimensions would represent means by which nonwork domain participation can enrich the resources available for work. It is through such enhancements that nonwork participation could favorably influence attitudes toward the organization and the job. (Kirchmeyer, 1992, p. 779)

Kirchmeyer's methodology involved a survey of business school alumni, which assessed five pertinent measures (organization commitment, job satisfaction, work involvement, nonwork involvement, time commitment, and resource enrichment), and targeted the managed recreation and athletics domains. Kirchmeyer found strong support for hypotheses five and six, concluding that organizational commitment and job satisfaction correlated significantly and positively with community service and recreation participation.

(Kirchmeyer, 1992, p. 786) The degree of resource enrichment developed from managed recreation participation directly associated to work attitude levels. Kirchmeyer believed the privileges provided by managed recreation activities could enhance self-esteem and capacity to meet workplace demands. (Kirchmeyer, 1992, p. 790)

> . . . The skills and perspectives which are developed in the community or recreation domains, the business contacts which are established, and the resultant buffering of work strains, may serve to enhance the person's capacity to meet work demands and his or her importance to the organization. In turn, this enriching of personal resources may allow the person to extend greater loyalty and efforts toward the organization and its goals, and create in him or her less susceptibility to the job's dissatisfying attributes. (Kirchmeyer, 1992, p. 790)

Kirchmeyer's study is an essential foundation in evaluating whether there is a significant relationship between managed recreation and the positive outcomes of organizational commitment and, to a lesser extent, job satisfaction. Nonwork variables, including nonwork time commitment and resource enrichment, proved to be strong predictors of organizational commitment and underscored the importance of the spillover effect from nonwork domains. Managers who place a strong emphasis on participation in nonwork domains such as managed recreation are more likely to respect the integration of nonwork-work boundaries and encourage employees to fully participate in managed recreation. "If the time spent on leisure pursuits is not regarded simply as a period away from work, but rather, as a period of revitalization, then employers in their scheduling of work may carefully consider employees' nonwork needs." (Kirchmeyer, 1992, p. 793)

E. MANAGED RECREATION'S IMPACT ON WELLNESS (MENTAL AND PHYSICAL FITNESS)

Wellness has been defined as an "advanced state of physical, psychological, and spiritual health." (Ragheb, 1993, p. 13) Dunn, considered the pioneer of the high-visibility wellness movement, described the wellness process as "an integrated method of functioning that focuses on maximizing the individual's potential to be what she or he is capable of becoming." (Ragheb, 1993, p. 13 - Dunn) Considering these descriptions, it seems intuitive that managed fitness, athletics and other recreation activities have a direct relationship to groups' or individuals' perceived wellness and can be self-actualizing to the organization and groups of employees.

1. Synopsis of Ragheb's Study of Recreation Participation / Satisfaction and Wellness

With a lack of significant quantitative research on the relationship between managed recreation and wellness, Ragheb (1993) developed a study to measure the relationship between recreation participation and perceived recreation satisfaction *and* wellness. He postulated that the greater degree of participation in recreation activities there is, the higher the perceived level of wellness there will be; that participation in various managed recreation categories, including social events, outdoor activities, sports activities, and cultural activities, relates positively to perceived wellness and its five components; that satisfaction resulting from managed recreation activities is positively correlated to perceived wellness; that positive relationships exist between recreation satisfaction and perceived wellness components; and that perceived wellness is positively correlated to its five

outcome factors, health satisfaction, recreation satisfaction, job satisfaction, family satisfaction, and financial satisfaction (Ragheb, 1993, p. 15).

Ragheb collected his data using a sample population of 468 employees from four randomly selected firms. The hypotheses were tested with three dependent variables, perceived wellness, leisure participation level, and leisure satisfaction level, which were measured in the demographic categories of age, gender, years of education, marital status, and incomes. Perceived wellness was defined as the summation of the five wellness components, physical, mental, emotional, social, and spiritual. Leisure participation was measured through the cumulative effect of employee participation in mass media, social activities, outdoor activities, sports activities, group attendance of sporting events, cultural activities, and group hobby activities. Leisure satisfaction was measured by a Leisure Satisfaction Scale that recorded employee satisfaction in the categories of health satisfaction, satisfaction with quality of life, satisfaction with quality of community, general quality of life, satisfaction with family life, financial satisfaction, and job satisfaction.

Analyzing the research outcomes, the first hypothesis (increased participation in recreation activities relates to a higher perceived level of wellness) and third hypothesis (the satisfaction gained from recreation is positively correlated with perceived wellness) were accepted (Ragheb, 1993, p. 17). Although positively correlated, leisure participation components had a less significant relationship with the six wellness components and total wellness than did the leisure satisfaction components (Ragheb, 1993, p. 18-19). Breaking down recreation satisfaction by the five wellness components, the study found the aesthetic-environmental and relaxational components of recreation satisfaction had a dominant

relationship to perceived wellness (Ragheb, 1993, p. 17). Furthermore, in examining the relationship of the five independent behavioral and social variables with the five dependent perceived wellness variables, the research determined that the five behavioral and social variables cumulatively explained 49 percent of the variance in perceived wellness (Ragheb, 1993, p. 17).

2. Conclusions Drawn from Ragheb's Research

It is clear that recreation participation, and particularly recreation satisfaction, have strong impacts on perceived wellness, underscoring the importance of participant attitudes as well as participation frequency to the overall outcomes of the managed recreation programs. A host of corporate employee benefits program leaders have applied these studies and outcomes in implementing company-wide wellness programs and facilities. Although there are variances in the motivations and expectations of corporate wellness planners, two objectives are commonly held: 1) give employees a positive way to stay healthy; *and* 2) respond to employee interests. These frequently result in greater employee morale, cohesion, job satisfaction, organizational commitment, and ultimately organizational success (or mission readiness).

3. Design and Implementation of Top-Notch Wellness Programs

In starting up wellness programs, top management should be actively engaged and supportive in the development of a vision and fiscal commitment toward managed fitness and other recreation activities. Augmenting their own commitment to plan, organize, and evaluate wellness programming, executives would be well-advised to implement incentive-driven work-release time, like flextime, to induce increased participation rates. Managed

recreation supporting wellness can be significantly enhanced through the use of self-directed work teams (committees), enabling the firm to efficiently determine employee needs, develop a wellness contingency plan, recruit program participants, and oversee program implementation and evaluation. (Kelley, Riggan, Rothman, and Swenson, 1986, p. 11) Management can effectively determine and meet employee wellness desires through questionnaires, employee medical information, and health risk appraisals such as the Navy's Risk Factor Screening procedure prior to semi-annual physical readiness testing.

Designing a top-flight wellness program mandates conscientious matching of employee needs with the available resources, including existing health services, existing facilities, utilization of employee skills, and taking advantage of community options (Kelley, et al., 1986, p. 12). Firms can use various methods to implement wellness programs, ranging from starting with one program or site *to* building incrementally to instituting a total wellness program. Periodic program evaluation is essential to continual improvement, and is important in gauging the wellness program's impact on employee participation and satisfaction, job satisfaction, wellness attitudes, morale, and other positive social outcomes. Companies use several approaches to evaluate managed wellness programs, including implementation management and measurement of short and long-term effectiveness. Program reporting associated with implementation management can allow the organization to track the type and frequency of wellness activities, employee participation rates, and satisfaction with managed wellness programs. Measurement of short-term effectiveness entails soliciting employees' perceptions of their company, their work and themselves, or the positive organizational outcomes that result from managed wellness activities.

Measurement of long-term effectiveness addresses organizational outcomes associated with productivity / mission readiness, including absenteeism, turnover, and cost-benefit comparisons. (Kelley, et al., 1986, p. 12-13)

F. MANAGED RECREATION'S IMPACT ON WORK STRESS REDUCTION

Work stress reduction can also be viewed as a potential positive outcome from well-managed corporate and military fitness, athletic, and recreation programming. While combat stress and chronic fatigue are inevitable risks of the corporate and military lifestyles, particularly in leadership and management, these responses can be prevented through organizational strategies that champion managed recreation and other quality of life initiatives.

The corporate sector and the U.S. Navy share similar burdens as components and commands in both areas face such issues as downsizing, force and organizational structure changes, rapidly changing technology, and dramatic changes within highly competitive environments. Because of these dynamic changes, a deliberate focus on leisure time activities, including managed recreation implemented in the organization, provides an effective strategy for reducing the stresses associated with the working environment.

Although not specifically addressing managed recreation activities, a Navy Admiral addresses the need to focus on the nonwork aspects of a job, noting that recreation represents a diversion from the corporate battlefield and associated stressors. (Nelson, Quick, and Quick, 1989, p. 65)

> I find that I'm a sports addict and will admit that I can watch an event either in person or on television. I totally put my thoughts away from anything else. I become totally involved with the sporting event, and it's good for me because I get caught up in it and I'm not thinking about the problem of the day or the problem of the week, whatever it might be. (Nelson, et al., 1989, p. 65 - Navy Admiral, unidentified)

1. Corporate Study Determines Wellness Programs Reduce Stress Levels

Bill Baun, Edward Bernacki, and Alan Herd's report on "Corporate Health and Fitness Programs and the Prevention of Work Stress" (1987) emphasized the strong impact of exercise programs on the psychological and physiological aspects of stress in the workplace. Exercise is proven to reduce muscle tension more effectively than tranquilizers, decrease anxiety levels, and serve as a viable palliative coping technique. (Nelson, et al., 1989, p. 65) The same Navy Admiral, who chose running as a primary means of controlling stress, said he was more mentally aware and prepared for his job after 30 minutes of running.

> I think I've learned to use that to reduce the stress that might be built up inside of me emotionally and physically. Sometimes when I'm through running, I've thought of a solution to something, and I hadn't really been objectively, consciously thinking about the problem. (Nelson, et al., 1989, p. 65 - Admiral)

Strict fitness regulations within military components also reflect a deliberate and sustained emphasis on fitness and discipline, and have encouraged healthy lifestyles across the rank structures. In fact, many corporate wellness programs have been patterned from effective military command fitness initiatives.

2. Influence of Managed Recreation on Stress Coping Abilities

It seems logical that managed fitness, athletics, and recreation programs would play a significant role in confronting stressful situations in the workplace. Despite a surprisingly large collection of theories conflicting with the activity-stress reduction outcome, engagement in managed recreation is a preferable stress management and coping technique that can have a major impact in reducing threat and distress (the physiological effects of stress). The adaptive potential of recreation for stress reduction during stressful periods can be demonstrated through the sense of mastery and control provided by the managed activity; the attention diverting capacity of the activity; and discharging energy generated by greater mobilization related to the activity. (Gal and Lazarus, 1975, p. 4)

Normally, one would intuitively think that "activity" versus "passivity" would neutralize or reduce the psychological fear and negative physiological response to stress. While active responses to stress (i.e., managed recreation) appear to increase physiological arousal, they seem to decrease psychological stress because active roles are perceived by participants to be less anxiety-inducing than passive roles in similar circumstances (Gal and Lazarus, 1975, p. 11).

In justifying how managed recreation reduces negative stress responses, researchers have focused heavily on the feelings of control and mastery that a group or individual can benefit from while dealing with complex environmental demands in the military and corporate sector (Gal and Lazarus, 1975, p. 15). For example, when a unit is facing numerous adverse stimuli at work, the integration of managed recreation in the workplace may give employees various activities that can recapture their feelings of mastery and

control. "Even in instances in which activity does not provide actual control over the situation, it is the feeling of mastery that the person gains from the action he is performing that reduces his anxiety and feeling of helplessness." (Gal and Lazarus, 1975, p. 16) Secondly, managed recreation activity can be viewed as a defense mechanism against distress that enables units and individuals to remain mentally healthy and prepared when resuming work responsibilities. Thirdly, managed activities are viewed as attention diverters, because their stress-reducing capacities focus on removing the person's attention from the stress cues (Gal and Lazarus, 1975, p. 17). Furthermore, managed activities may provide an avenue for a constructive energy discharge which positively excites the sympathetic nervous system and provides the capabilities to combat threatening stimuli in the workplace (Gal and Lazarus, 1975, p. 17).

3. Fleet Managed Recreation as a Principal Means of Accomodating Stress

In a stressful environment characterized by high operating tempo, long deployments, force structure adjustments, and a considerable array of inspections, it is incumbent upon Commanding Officers to be intently aware of the effects of stress on the mental health and fitness of their crews. In the 1990s, many personnel assigned to Navy fleet units increasingly have been stretched to perform at levels of competence and diversity that far exceed their experience, training, and psychological capacities. In certain cases, this has resulted in a critical imbalance between the work and nonwork environments, and leaves crew members little time to reap the positive outcomes of managed recreation programs.

> A wise Commanding Officer keeps a close watch on the effects of stress on his crew. Unrelieved, stress results in reduced performance, loss of

> resiliancy and adaptability, and a marked reduction in psychological stamina. Men who have operated in an excessively stressful environment, unrelieved by recreation, will react to sudden combat in a less than ideal fashion. (Bonds, 1983, p. 144)

Today, the mentality that managed recreation is not part of the mission readiness equation and, therefore, should not be integrated into the working environment, still poses challenges to the new visions of Navy leadership. Managed recreation will not be fully incorporated into the "Quality of Life" formula until all unit commanders recognize MWR as a critical component in the mental health of their crews, and stop assigning inexperienced or overtasked junior officers to collateral duties as Recreational Services Officers.

John B. Bonds, a retired Navy Captain who commanded two fleet units, championed the positive outcomes of adapting a variety of managed recreation activities to meet individual needs and re-create crew members' energies and talents (Bonds, 1983, p. 145). He underscored the criticality of recreation in allowing personnel to return to the job refreshed, recharged, and prepared for new challenges (Bonds, 1983, p. 145).

> . . . Recreation is a primary means of accommodating stress. It is the social equivalent of sleep to the wakened mind. Ideally, recreation should be mentally and physically absorbing enough to push from the mind those nagging reminders of duty, jobs remaining to finish, and the other pressures of responsibility and accountability. (Bonds, 1983, p. 145)

G. MANAGED RECREATION'S IMPACT ON GOOD ORDER AND DISCIPLINE

Although the outcomes of good order and discipline are more indirect than the majority of other social indicators, well-managed recreation programs addressing all hierarchical levels and demographic groups within an organization can have a great impact

on the discipline and conduct of its employees. Like productivity and organizational success, good order and discipline results when other positive organizational outcomes have been achieved, including group cohesion, morale, job satisfaction, organizational commitment, and wellness. Employee performance and conduct will be substantially less variable when employees have a greater degree of internal control in their jobs and enjoy a great degree of participatory control in their managed recreation experiences. Employee discipline will also be more stable if workers effectively control and maintain their job performance in the aftermath of stressful work scenarios. Recreation is viewed as having a major impact on the maintenance of positive social indicators.

Dr. Mary Ann Holser, in her 1990 dissertation addressing the impact of health promotion programs on leisure awareness and participation within a Navy command, focused on the the decreased disciplinary actions that could indirectly result from increased recreation opportunity and awareness. She noted that having little to do in leisure time often results in boredom, irritability, and lack of concentration, all of which can negatively influence good order and discipline. She also emphasized that boredom can result in a desire to pursue mental and physical arousal throught excitement, often with violent and excessively aggressive ramifications. Holser drew comparisons between the Navy's disciplinary challenges with young sailors and those of young people in society, indicating that young people often engage in delinquent acts and substance abuse because "they perceive school and life in general as boring." (Holser, 1990, p. 61)

Navy recreation vehicles must be fully optimized, under wellness-producing foundations, in order enrich good order and discipline and create a significant impact on the

lives of young single Sailors in particular. First, commands must give equal value to both recreation and health promotion programs, meaning they should continue to go beyond semi-annual physical readiness testing and offer a broad spectrum of managed recreation activities compatible with increased fitness and wellness. A second barrier to leisure awareness and discipline is the traditional "work-hard, play hard" ethos that induces excessive behaviors such as heavy drinking rather than participation in managed free-time activities. "Vigorous, satisfying behaviors could replace the drinking play and, thus, provide a healthier form of escape." (Holser, 1990, p. 15) A third obstacle, presented by Witt and Ellis (1987), involves the constraints placed on attaining feelings of competence, control, and self-esteem critical to wellness through recreation activities (Holser, 1990, p. 8). At one extreme, overworked personnel do not receive ample opportunities to recreate and develop these attributes (Holser, 1990, p. 8). At the other, Driver (1972) notes that "those with too much time and no training for its use may experience malaise leading to substance abuse, vandalism, and violence." (Holser, 1990, p. 8) The failure to adequately market and streamline recreation and fitness programs throughout all shipboard commands continues to have an adverse impact on overall good order and discipline (commonly measured by nonjudicial punishment rates - NJP) and mission readiness.

When an excessive build-up of stressors is not bridged by effective and representative managed recreation, nonadherence impacts such a increased withdrawal, absenteeism, lateness, distrust of authority, and marked susceptibility to a host of other disciplinary problems are bound to pervade fleet units. Fortunately, the tide has shifted significantly from nonconstructive to managed recreation-oriented free time activities, but

many challenges remain before a complete paradigm shift is perceived across the ranks of fleet units. The ability of shipboard commands to consistently teach recreation skills to young Sailors can go far in reducing and providing positive behavioral alternatives to traditional patterns of substance abuse, heavy drinking, and passive activities such as video games (Bonds, 1983, p. 146).

> In the Navy, passive leisure-activity patterns, alcohol abuse, and poor dietary habits persist--despite a stated policy of comprehensive health promotion and effort to incorporate alcohol, drug, and other health information in command training. . . . Heavy drug users and most drinkers are not changing their behaviors in response to the current health-education and -promotion efforts. Young, less-educated enlisted men who are serving on surface ships are the least likely to engage in positive health practices, and are the most likely to practice health-destructive behaviors. . . . Smoking and heavy drinking--traditional Navy stress relievers--are possibly modeled by older career Sailors. (Holser, 1990, pp. 106-107)

H. COMPETING SERVICE CRITERIA AND THEIR EFFECTS ON DELIVERY OF MANAGED RECREATION

The downsizing of major corporations and the military components in the 1990s has added new complexities to the delivery of managed recreation, athletic, and fitness programs and the evaluation of their outcomes. Traditionally, the Navy's Morale, Welfare, and Recreation (MWR) programs have been driven by a quality of life approach that focuses on the slogan "First for Fun," but have failed to directly address mission support objectives motivated by the positive outcomes discussed in previous text. During the post-Cold War period, the visionaries and leaders of the Navy's MWR programs have become mired in indecisiveness as to what approach should be representative of their recreation value system. On one hand, the traditional quality of life approach is still favored by many

commands, but fails to adequately consider mission readiness impacts (Harden, 1994, p. 24). On the other hand, there is an increasing focus on a commercialized, market-driven approach to recreation program management in an era when dynamic changes continue to occur in a downsizing force structure (Harden, 1994, p. 24). Perhaps, this approach has become too commercialized, capital-driven, and profitability-motivated, at the expense of what should be a participative, democratic recreation planning process. Although a certain degree of business focus in service delivery is desired, MWR planning, programming, and budgeting has moved too rapidly in satisfying the changing needs of its customers (sailors) without a decided focus on the positive social and professional outcomes that relate significantly to the Navy's mission and combat readiness. Managed recreation is not merely a commodity to be merchandised, but serves a series of mission support functions worthy of identification and continued study (Harden, 1994, p. 24).

1. DoD Addresses Conflicts With Quality of Life Vision Statement

The Department of Defense under the Clinton Administration has made a clear statement that well-delivered MWR programs are one of a series of strong foundations supporting mission readiness.

> A ready-to-fight force is linked intrinsically to the morale, sense of well-being, commitment and pride in the mission of each Service and family member. Our Morale, Welfare and Recreation (MWR) programs play a direct role in developing and maintaining these characteristics within our force and are more important than ever during this time of transition, when profound changes are taking place that are having a powerful impact on Service members and their families. . . The primary purpose of our MWR programs is to enhance military readiness by promoting mental and physical fitness as well as esprit de corps and personal development. The qualities are critical to having a ready-to-fight force composed of well-balanced individuals (Harden, 1994, pp. 24-25 - Becraft).

2. Corporate Sector Pursues Managed Recreation as Direct Supporting Structure

Many of the same issues are raised in the corporate sector by recreation professionals who believe managed recreation is evolving more to emulate other corporate programs in the work domain, rather than maintaining a distinct supporting structure that respects the relationship between the nonwork and work domains. In order to return the managed recreation business to a traditional ideological approach that integrates nonwork and work domain activities, a commitment to shared beliefs and values and a participative democracy must resume. Wilson (1988) charged the recreation profession with attempting to monopolize the delivery of managed recreation services, in the same light as the medical and legal professions (Wilson, 1988). He believed that false assumptions were being made indicating that the managed recreation belonged outside the workplace which, therefore, allowed recreation programs to merely compensate for alienation employees experience at work (Wilson, 1988).

Korman (1967) was a proponent for managed welfare and recreation programs, citing their ability to increase employee and organizational commitment, short-circuit unions, reduce turnover and absenteeism, and increase the efficiency and profitability of commercial firms. He also believed that the goals of welfare directors and industry leaders were congruent. (Stormann, 1993, p. 50)

> . . . They viewed their program as a means of bringing harmony between labor and management - on the company's terms. It was hoped that a loyal and happily employed work force would increase productivity, improve the quality of the product, and reduce the cost of manufacture. Welfare programs were also expected to reduce labor turnover . . . . Welfare workers . . . all expected to make a factory's industrial relations harmonious and

peaceful and to increase the stability of the work force. (Korman, 1967, p. 83)

3. The Roles of Managed Recreation in Testing the Impact of Teamwork/ Participatory Democracy in the Workplace

The concepts of participative democracy and integration within managed recreation and industry have existed since the dawn of the corporate recreation movement in the early 1900s. The Playground Association of America (PAA), the first professional entity to represent and integrate with corporate America, believed the corporation was an optimum laboratory to determine the relationship between team recreation and sports and social cooperation. PAA field secretaries encouraged the construction of corporate athletic facilities and the formation of athletic teams in which workers and supervisors were integrated on one team. These initiatives presented an opportunity to test the direct impact of teamwork on the playing field on the workplace. It was believed that "pulling together" in a team sport would facilitate mutual trust and commitment between workers and loyalty to holistic interests and goals of the organization. (Cavallo, 1981, p. 103)

While a team focus could have a great motivating influence on discharge of duties and ease the monotony of work, group recreation and athletic programming could also have a strong impact on organizational sociology, enhance complex human interdependence, and create mission essential outcomes that reflect the corporate conscience. As managed recreation became more popular in private industry, group play and sport activities were viewed as means of "socializing people to efficiency, sacrifice, and self-control." (Goodman, 1979, p. 143)

4. The Inherent Dangers Presented by Excessive Commercialization of Managed Recreation

The increased commercialization of managed recreation in the 1990s has been marked by contracts and profit-making schemes that override the abiding principles of public, not-for-profit recreation, even in the private sector. To think that the recreation profession itself should apply scientific management theories as do present-day corporate managers is not reasonable because managed recreation cannot be systemized and calculated like production standards. Managed recreation initiatives cannot sustain long-term effectiveness when program decision making is conducted primarily at the professional level, is overspecialized, and is not streamlined down to the amateur or participant level. To truly sustain a mission readiness or organizational success focus, all hierarchical levels of the organization should participate in democratic processes that reflect organizational culture and change.

Lord, Hutchinson, and Van Derbeck (1991) lamented that the managed recreation field "serves to dampen personal and collective action and to encourage dependence on professional remedies," (Lord, Hutchison, and Van Derbeck, 1991, p. 281) and emphasized that "professionalism has resulted in a trust of institutions rather than community" (Lord, et al., 1991, p. 283).

a. "McRec" Initiative Undemocratic, Discourages In-House Development of Managed Recreation

The "McRec Challenge," proposed to the recreation profession by Curtis in 1990, envisioned the transformation of the National Recreation and Parks Association into a corporate franchiser and is a case in point of the misplaced direction of managed recreation

in the 1990s. The "McRec" initiative established a precedent for allowing public and private not-for-profit agencies to contract managed recreation programs to various firms nationwide. (Stormann, 1993, p. 54)

By allowing the service providing agency to preform the complete package of managed recreation services for the contract period, the McRec proposal clearly espoused an undemocratic, inflexible process in a decade of dynamic change in the public, military, and private sectors. It denies the opportunity for direct employee participation in the managed recreation planning process in all corporate departments and at all hierarchical levels. Managed recreation programming will definitely be treading water if its delivery processes continue to become more centralized and bureaucratized.

This is not to say that sound administrative organization is not needed; rather, the organization's managed recreation leaders should facilitate the development of these activities and motivate employees to become active participants in deciding, planning, and executing programs. "Democratizing (of recreation activities) should entail more than just the opportunity to participate; it should include an opportunity to determine the nature of participation - and here the industry (and the recreation profession) tended to part company with democracy." (Hardy, 1990, p. 89)

I. THE NAVY'S VISION FOR THE FUTURE OF MANAGED RECREATION

After years of being riveted on the "First for Fun" slogan in driving managed MWR programming, many Navy recreation managers have made the 1990s a watershed era in reshaping managed activities to meet mission support outcomes such as morale, cohesion,

job satisfaction, and physical and mental wellness. Before this decade, the success of managed recreation programming had been qualititatively determined based on perceptions of good business practices, revenue production, and market impact, and had commonly disregarded the influence of social control indicators like cohesion and organizational commitment. While the Navy's MWR programs have often satisfied officers' and Sailors' needs for self-actualization and self-esteem, they have not done quite so well in satisfying the Sailor's (particularly the single Sailor's) desire for a more basic need, a sense of belongingness in his or her command or organization. Accordingly, the Navy has deliberately focused on an increasingly market-driven focus to managed recreation planning. This approach allows Navy recreation administrators to reshape old programs and develop dynamic new programs using the feedback from their primary customers (the Sailors) as motivators.

"The new recreation service criteria for success is broadening so that bottom line is not a commercially defined level of profitability, or even fiscal accountability, but rather ethical accountability to the mission of the Navy and the ability of recreation services to support that mission." (Harden, 1994, p. 28) As the Navy has repositioned managed recreation planning to meet mission readiness and support postures, five principal organizational needs have been identified to help reshape the future of MWR services. These include individuals who are physically and mentally fit; esprit de corps (sense of teamwork) within units; strong and supportive family structures; socially well-adjusted young active duty members, particularly single Sailors; and an attractive quality of life that motivates and produces high morale and organizational commitment (Harden, 1994, p. 28).

1. The Need for Quantitative Measurement of Managed MWR

For years, satisfied with maintaining subjective standards for the delivery of managed MWR programs, the Navy and its component counterparts are now placing great significance on quantitative means of measuring managed recreation effectiveness, such as the Navy Leisure Needs Assessment (LNA). These annual surveys reflect the service's great desires to target Sailors' belongingness and growth needs, justify the positive social outcomes of MWR, and establish that a direct positive relationship exists between managed MWR and mission support. The LNA was started as a 10-year pilot project in 1986, and has recently generated its final phase of personnel data (from 1995) for evaluation. The Air Force, also, has actively pursued objective measurements of MWR effectiveness, developing an MWR Quantification Study in 1985 to address the affect of MWR programs on morale in particular.

These quantitative means are especially significant in a time where a much greater percentage of Sailors and officers are taking advantage of managed MWR activities and services. Major bases and afloat commands have had to place great emphasis on increasing customer satisfaction, updating facilities, and tailoring new programs to meet a vast cross-section of fitness, athletic, and general recreation needs and delight today's Sailors. Some have suggested that raising personnel pay and encouraging participation in relevant off-base managed recreation activities would be a more cost-effective method. The Pentagon has argued that the availability of off-site facilities is highly variable by location, and is particularly constrained in overseas and remote regions. In addition, managed recreation

opportunities offered through the Fleet Recreation Coordinator network, in particular, have become a centerline quality of life issue, fostering mission readiness and team building.

2. New Objectives / Opportunities for the Navy's Managed MWR

a. DoD's $2.7 Billion Quality of Life Appropriation Bill

Politically, quality of life for military personnel is an increasingly central issue within the "Beltway." Secretary of Defense William Perry feels so strongly about the mission readiness implications of satisfied, well-trained troops that he has successfully pursued and achieved a $2.7 billion five-year appropriation bill that specifically addresses managed recreation programs, and includes provisions for significant enhancements to shipboard fitness equipment. All service components are setting precedents for development of bottom-up recreation initiatives, which ultimately serve as prototypes for the other branches. One such program is the Army's "Targets of Excellence" Program, a computer management system that charts performance results for military recreation personnel.

b. "Targets of Excellence" Program (Army)

Driven by Total Quality Management concepts, "Targets of Excellence" has provided an extremely effective way of reacting decisively to organizational culture change, and represents a dynamic process in a traditionally bureaucratic environment. "Targets of Excellence" motivates a more collaborative effort by centering on the management of "critical success elements," including leadership, information and analysis, strategic quality planning, human resources, quality assurance, quality results, and customer satisfaction (Pederson and Dexter, 1993, p. 37). "Targets of Excellence" activity performance teams

employ a quality and customer focus not unlike that seen in production and operations management. They identify critical success factors by category, choose the specific factors to measure, define the standard of excellence for each factor, then determine the process that will lead to the identified goal (Pederson and Dexter, 1993, p. 37). The greatest benefit of the system is its real-time capability in identifying required improvements and reengineering managed recreation processes.

c. High Variability / Low Standardization Continue to Challenge MWR Programmers

As late as the 1980s, the administrators of the Navy's managed MWR programs maintained a traditional array of activities supported primarily by the resale system. Managed group recreation programming has historically promoted a fragmented series of activities that have fallen far short in desired standardization and measured successes. Many programs were difficult to access, particularly for the average afloat Sailor, and did not reflect a continual drive to professionally market programs to wide-ranging Navy demographic groups. Furthermore, appropriated fund support was normally extremely difficult to obtain for shipboard units, relegating these commands to reliance on highly variable non-appropriated fund accounts that were heavily dependent on ship's store and vending machine profits. Consequently, there was little motivation to relate positive social indicators to mission support, including overall battle efficiency of afloat commands.

3. Means of Enriching Managed Recreation as 21st Century Approaches

a. Delight Customers, Successfully Compete With Commercial Services

According to Rear Admiral Paul Tobin, former Assistant Chief of Naval Personnel for Personnel Readiness and Community Support, the Navy is "convinced that the key to keeping our patrons happy, and to operating MWR in a business-like manner, is to provide our patrons with the opportunity to tell us what they want, and then deliver it." (Tobin, 1993, p. 23) The 1992 Navy-wide Leisure Needs Assessment found that 90 percent of the Sailors responding rated managed MWR programs as "good" or higher. In addition, 78 percent of the respondents revealed that on-base managed recreation opportunities were equal to or better than off-base opportunities, confirming the long-term importance of enriching the integrity of on-base programming. The results of the Navy's first quarter 1993 retention questionnaire provided further support for managed recreation, indicating that "Support and Recreation Services" were the most significant factors in retaining personnel. (Tobin, 1993, p. 23) The impact of recreation services on retention is particularly significant, considering the perceived importance Sailors place on motivators such as pay, promotion success, and job security.

b. Continue to Institute Dynamic, Core Programs

In a downsizing and more specialized environment, it is doubly important that managed recreation programs stay ahead of the often-changing fitness, athletic and recreation trends. It is essential for recreation programmers to continually adapt core (mission essential) programs to provide what Sailors really want and will support, then

focus their attention on establishing new, innovative recreation resources. (Tobin, 1993, p. 23) Market-driven visions for MWR, as well as fiscal consciousness, are mandatory in today's constrained military environments. Furthermore, local MWR leaders must quickly adapt programming to changing customer (Sailor) demographics and needs. The highest-rated managed MWR programs are now considered the Navy's Category "A" mission essential activities and services, including sports and fitness activities and fleet recreation centers.

While more oversight and strategic focus on quality of life issues influenced by managed recreation are necessary, the decentralized form of operational control and program follow-through should remain substantially intact. This will continue to allow Commanding Officers to ensure that the local needs of Sailors are targeted and satisfied. "Decentralized operations give our COs the freedom and flexibility to manage their resources. . . . Centralized oversight permits standardization of policy, technical direction and support services within which COs operate." (Tobin, 1993, p. 23)

c. New Budgeting Concept Implemented

In 1994, a new non-appropriated funds (NAF) budgeting concept supported by the CNO was implemented to challenge local commanders to pursue measured business-like financial standards. Commanding Officers now are expected to carefully prioritize managed recreation programming requirements to optimize NAF resources and meet Sailors' expressed needs, to set aside more funding for facility improvements, and to eliminate wasteful buildups of overhead and outdated programs. Specifically, the former Chief of Naval Operations, Admiral Boorda, ordered that $65 million in NAF cash reserves

be provided for capital improvements termed "MWR Facility Recapitulation." (Tobin, 1993, p. 24) Responding to an MWR/Navy Exchange (NEX) study group's determination that shortcomings in the Navy's MWR programs were a direct outcome of insufficient appropriated funds support, the former CNO also supported the authorization of $65 million in appropriated fund (APF) support to MWR in 1994. He concurred with the study group's conclusion that non-appropriated funds were being used excessively and unnecessarily to fund mission essential programs (Category "A"), such as fitness and recreation services, facilities, and equipment, which should be supported by appropriated funding (Tobin, 1993, p. 24).

Underscoring the decided focus on mission readiness through carefully contrived managed recreation, Tobin emphasized:

> . . . Additional funding is critical to the MWR program. More importantly, it is the right thing to do. Basic Quality of Life programs, such as fitness . . . and other such programs which contribute to retention and have a decided influence on readiness are clearly essential funding priorities. . . . We recognize that taking care of people is an essential strategy if we are to sustain the level of readiness we require. (Tobin, 1993, p. 25)

d. Significant Advances in Fleet Recreation Programs / Sponsorships

The calculated pursuit of commercial recreation sponsorships and the augmenting of fleet recreation programs in the 1990s have accentuated the mission readiness, Sailor-oriented focuses that directly impact the social indicators addressed by this thesis. Although many of them could expand feedback to the fleet based on ship-to-shore communication of fleet Sailors' needs, Fleet Recreation Coordinators have made tremendous strides in "shore-to-ship" networking of managed recreation opportunities to

local Recreational Services Officers (RSOs) and other shipboard MWR leaders and managers.

e. Single Sailor Initiatives Targeted

The Fleet and Command Master Chief (CMC) establishment has taken a leading edge role in planning and implementing single Sailor programs. Considered the recreation and quality of life "program of the Nineties," the single Sailor initiative is targeted to assist young fleet Sailors adjust to the military environment and to increase mission capability through positive influences on group and individual productivity, cohesion, job satisfaction, and wellness. These outcomes will ultimately improve retention rates, achieving considerable savings in recruitment training costs. (Tobin, 1993, p. 27) Managed recreation programming remains the principal force behind successful single Sailor initiatives; however, the Bureau of Personnel (BUPERS), through the Master Chief Petty Officer of the Navy (MCPON), has expanded the initiatives' focus into other significant quality of life areas, including housing and shipboard habitability. Focus groups were convened in 1995 at 24 sites in 12 geographic areas worldwide. Using a Total Quality Leadership (TQL) approach, the MCPON and these focus groups paid particular attention to Fleet and Base recreation services and educational opportunities for Sailors, considered high priority mission support programs. (Hagan, 1995, p. 2)

In the past, a common perception had existed that single Sailors took a back seat to married Sailors in critical quality of life programs, creating great inequalities in the depth of programs offered to both groups and in the satisfaction of mission support roles and retention criteria. In reversing this trend, the Command Master Chief focus groups

have placed strong emphasis on single Sailors assigned to afloat units; these individuals have been especially starved of a diversity of opportunities in the managed MWR arena. Mr. Phil Cosco, former deputy director of the Navy's MWR Division, stressed the great importance of targeting programs for single enlisted members aged 18 to 25 and said local leadership had a distinct responsibility to "teach them how to recreate" (Cosco, 1991, p. 67).

This process of educating young Sailors on recreation frequently has been disregarded by the most proactive of Commanding Officers. While many COs are visibly aware of MWR's impact on wellness and readiness, they are uniformly frustrated because their Sailors do not take advantage of the opportunities, choosing instead to participate in passive recreation activities that have become all too characteristic of our times. Furthermore, many young crew members have developed few recreational skills. Captain John B. Bonds, U.S. Navy (Ret.), a former ship CO, reflected on the challenge that still faces shipboard leadership:

> The basic question we need to ask is this: do these young people have the recreational skills required to participate in our planned activities, without embarrassment? . . . Many Navy personnel still learn these skills as we did, but a large number of our volunteer Sailors come from single-parent or latchkey households which do not teach recreational skills. (Bonds, 1983, p. 145)

Bonds noted that today's Sailors often wander around without a mission during foreign port visits, because many have not been taught how to recreate - "the horses do not know how to drink." (Bonds, 1983, p. 145) The Commanding Officer and other shipboard leaders are offering some of broadest arrays of managed recreation opportunities

in the 1990s. However, without more effectively recognizing recreation deficiencies and developing action plans to alleviate them, managed recreation will not fundamentally align with readiness (Bonds, 1983, pp. 145-146).

In addition to a renewed focus on teaching recreation to single Sailors, the BUPERS MWR Division has been directly involved in integrating Library Learning Resource Centers into afloat units, gradually outfitting each major class of ship with space-saving computerized libraries stored on compact disks. Offering a diversity of multi-media capabilities to single Sailors, the Learning Resource Centers are a principal priority of the 1997 Fleet Initiative. They are fully capatible with the Program for Afloat College Education (PACE), a longtime benefit of particular importance to single Sailors living onboard ship in a deployed or home port status. (Stevens, 1995, Slide No. 1 of 2)

f. Fleet Recreation Facilities / Services Expand

Beyond Library Learning Resource Centers, BUPERS leadership has focused heavily on means of improving various fleet facilities and services, including shipboard satellite television systems, exercise and recreation equipment, and no-cost fleet laundromats. Afloat satellite TV not only augments the flexibility and capability of command, control, communications and intelligence systems, but also facilitates a managed recreation activity that improves morale and other social indicators related to mission readiness. The addition of afloat exercise equipment has been authorized under the 1997 Fleet Fitness Initiative and will allow Naval ships a great deal of leverage in executing mandatory Command and Remedial Fitness Programs and other unique managed fitness activities. The fleet initiative used the Fleet Recreation Coordinator network to identify and

evaluate the needs of each fleet unit, then projected authorizations to meet these requirements in fiscal year 1997. These equipment augmentations should directly provide Commanding Officers with the motivation to enhance the wellness of their crews, thereby bolstering job satisfaction and mission success.

Furthermore, by receiving appropriated funding for various sports and recreation equipment, shipboard leaders will be more driven to provide an array of managed programming that represents each of the unit's demographic groups. If well-managed and characterized by top-down enthusiasm, these programs stand to foster mission support and quality of life, including work stress reduction at sea, unit cohesion, teamwork, and professional productivity.

According to Master Chief Petty Officer John Welch (Master Chief Petty Officer of the Navy staff), the most essential improvements in MWR programming will result from increased appropriations for fleet fitness, sports, and recreation equipment and full implementation of shipboard Learning Resource Centers (Welch, 1996). Enrichment of fleet recreation services will provide an oasis for the Sailor who does not live out in town or does not have convenient access to off-base recreation facilities (Welch, 1996). The MCPON staff has proposed that wellness centers, entertainment lounges, gyms, recreation centers, information on MWR tours and other events, game rooms, laundromats, and student unions be encompassed in one large, consolidated facility in home ports. This would integrate Sailors' needs more effectively while providing potential economies of scale within one multi-purpose facility. Welch emphasizes that better opportunities for single Sailors, including managed recreation and community service, are an important extension of

command that is critical to command performance. These opportunities act to further open command communication channels and provide crew members "wholesome life alternatives." (Welch, 1996)

g. Fleet Recreation Programs Focus on Mission Criteria

Enhanced group recreation programs, particularly at sea, have been identified by the BUPERS MWR Division as providing for the safety and belongingness needs of crew members. BUPERS justified fitness and recreation enrichment on the grounds that "the importance of competition in the sports arena is second only to competition in the battle arena." Accordingly, managed activities curb the stresses induced by tiresome work, marginal shipboard habitability, and extended family separations and emphasize constructive use of off-duty time in building group cohesion, teamwork, organizational commitment, and job satisfaction, etc. (Stevens, 1995, "Narrative Justification for Fleet Recreation and Sports Equipment"). Each of these factors has been correlated with job productivity and mission readiness.

In support of mission criteria, BUPERS has recommended that deployment and contingency support for managed MWR should be preplanned and specified to the operational situation. MWR support for afloat units now must be specifically justified on the basis of social indicators like wellness and unit cohesion, particularly while underway or inport in remote areas. ("Department of the Navy Comprehensive Quality of Life Assessment," 1995, p. 65)

h. Greater Standardization of Fleet Programs / Funding Support Needed

The belief that mission essential activities should be supported with appropriated funding is a principal foundation of the BUPERS 1995 "Quality of Life Assessment" and supporting fleet fitness, athletic, and other recreation initiatives. The Navy has successfully justified an increase in per capita funding from $228 (1996) to $307 (1997) as a result of its Afloat Fitness Initiative ("Department of the Navy Quality of Life Comprehensive Assessment," 1996). In addition, the Navy has recognized the need to reduce the wide variances between those claiming appropriated funds and those accruing non-appropriated funds for managed recreation programming. Due to the overwhelming importance of non-appropriated support for MWR in the fleet, smaller units have frequently suffered because they have had to invest large portions of relatively limited nonappropriated funds toward procurement of fitness and recreation equipment.

Therefore, the Navy should establish a strong requirement for ship-to-ship standardization in the delivery of managed recreation and other quality of life services for the fleet. While the traditional, decentralized approach to program delivery should be maintained to best meet local Sailors' wants, there should be more centralized involvement by the Navy in establishing and enforcing equitable standards and accountability in the process, much like an INSURV Board does in standardizing material readiness requirements for Naval ships. (Department of the Navy Quality of Life Comprehensive Assessment, 1995, p. 127)

4. Quality of Life Studies Back Up Navy's Managed Recreation Initiatives

a. Conways Address Large Health Promotion Programs

Various literature has attempted to establish correlations between managed fitness, athletic, and other recreation programming and positive social indicators, in some cases quite successfully. Within the Navy, the impact of managed recreation on wellness criteria related to quality of life has received considerable attention. In 1988, researchers at the Naval Health Research Center addressed large-scale health promotion programs that were perceived to enhance quality of life for Navy personnel. Sampling 430 men aboard nine Navy ships, they used baseline life quality data as perceived by these Sailors and applied a series of wellness-related factors to determine which ones were the best potential correlates of life quality and well-being within their units (Conway and Conway, 1988, p. 2). Well-being encompasses several of the social indicators discussed earlier, including cohesion, organizational commitment, and job satisfaction. The ultimate objective of the study was to determine which wellness factors should be targeted to improve wellness and service members' perceptions of well-being (Conway and Conway, 1988, p. 2).

The outcomes from the study indicated that Navy personnel had greater satisfaction with themselves and their ability to adjust to environmental changes within their units when involved in well-conceived health promotions programs. Furthermore, the sample results showed that quality of work life was correlated with higher perceived health ratings produced by wellness programs and that satisfaction with life was correlated with higher perceived wellness. (Conway and Conway, 1988, p. 3)

b. *Conway and Woodruff Studies Assess Wellness Program Outcomes*

In 1990 and 1991, Conway and Woodruff conducted two follow-on studies assessing the impact of wellness programs on fitness levels, healthy behavior patterns, and resultant quality of life perceptions. Their 1990 study used multiple regression analysis to measure the impact of health status and health behavior variables on quality of life in two subsamples. They found that health status was significantly related to quality of life and that health behaviors (e.g., fitness activities and weight control) contributed somewhat more to the explained variance in quality of life.

Conway and Woodruff's 1991 study again used a causal model that assumed that health behaviors (i.e., managed fitness programs) influence health status, which ultimately impacts quality of life. However, a longitudinal assessment was conducted because it could provide more precise and reliable determinations of dynamic fitness behavior and fitness status over time. Using a representative sample of 519 Navy personnel, they developed Likert-scaled questionnaires to assess overall quality of life, self-reported health/fitness status, and various health behavior dimensions. Through multiple regression analysis, the researchers determined that one-year changes in "Quality of Life" were positively and distinctly correlated with changes in fitness status and two health behavior dimensions, "Accident Control" and "Wellness Maintenance and Enhancement." In addition, changes in quality of life were significantly correlated to two-year changes in health/fitness status and the "Accident Control" dimension of health behavior. Overall, Conway and Woodruff's studies have consistently reported the positive relationships

between changes in fitness and health variables *and* quality of life issues linked to mission support.

J. LITERATURE CONCLUSIONS

Summarizing nearly two decades of dedicated research in the managed recreation, fitness, and athletics areas, there is considerable and increasing evidence that managed programs in these categories significantly influence positive organizational and social outcomes, including productivity, cohesion, job satisfaction, organizational commitment, work stress reduction, wellness, and good order and discipline. The research studies conducted since the 1970s have been fragmented and frequently inconclusive, but have served to open the collective eyes of corporate and military leaders and managers as to the necessity of getting onboard with managed recreation programs. These initiatives are motivated to create an organizational climate that effectively integrates the work and nonwork domains and to ultimately achieve mission readiness and organizational success. This integrative approach represents a complete transformation from the performance-based management observed during the Industrial Revolution, but has mandated that today's public and private organizations, small and large, adapt quickly or risk losing valuable competitive advantage in their marketplaces.

The literature cited in the research demonstrates particular strengths in discussing and quantifying recreation programming's direct relationship with cohesion, teambuilding, and associated group dynamics. In addition, the research in the organizational productivity category was quite effective in quantifying the revenue-enhancing and cost-saving benefits

related to low absenteeism and turnover rates. The hypotheses and models successfully developed for the wellness, job satisfaction, and organizational commitment outcomes were not nearly as prevalent. However, they were particularly strong and detailed in Kirchmeyer's 1995 studies on job satisfaction and Ragheb's 1993 research on the perceived wellness that results from managed recreation activities.

Cohesion was clearly the most well-documented and supported outcome of managed recreation, fitness, and athletic programs. In the Navy and other service components, cohesion traditionally has been a central characteristic of units that achieve and sustain combat effectiveness and mission readiness. However, as the research dictate, the criticality of work group cohesion has infiltrated top organizations in the private sector. In both the military and corporate sectors, cohesion is the intangible human element that makes the organization or unit more successful than its competitors when all adversaries have the same strategic and tactical proficiencies. Managed recreation is viewed as a principal means of achieving unit cohesion, facilitating the establishment of social affiliations and support systems that satisfy the organization's and employees' needs and serve as their everyday motivators.

Much of literature cited on the recreation - cohesion relationship emphasizes the group dynamics that result from the group interactions on athletic teams. Several studies, including Landers and Luschen (1970) and Williams and Widmeyer (1991), used different means to establish a positive relationship between cohesion and team performance outcomes. The conclusions from these studies can effectively be used to draw parallels with the impacts of Navy MWR programming. First, task and interpersonal attraction were

determined to have a significant impact on performance outcomes. In the second study, cohesion was positively correlated with performance in all team sports and could be considerably improved through increased coordination, communication, and commitment to group goals. In a third study (Widmeyer and Martens, 1977), it was established that group motivation to participate significantly enhanced the performance outcome. Each study hypothesis legitimately could be tested within the framework of the managed recreation to positive performance outcome relationship.

Additional research on cohesion focused on the influence of group goal setting and leadership characteristics on organizational / team performance outcomes. One model determined that well-managed recreation and athletic groups could directly impact group unity (cohesion) and participative goal setting, which ultimately resulted in increased group satisfaction and positive group / team performance. Several studies successfully demonstrated that team building processes produced by managed fitness activities had positive relationships with cohesion and participant satisfaction. Intuitively, team building processes would be particularly effective with sport and recreation programs that demand a great deal more group interaction. In order to improve organizational success and efficiency, it is incumbent on leadership to understand human behavior in a group context, which can be observed effectively through managed recreation, athletics, and fitness. Although researchers cannot quantify leadership as a predictor of team or group performance, the majority feel that the most effective leaders will gauge the integrity and adaptability of their organizational environment and assess the motivations of employees desiring to participate in managed recreation activities.

Assessing the job satisfaction outcome, Kirchmeyer (1995) devoted great effort and detail to establishing the importance of integration between the work and nonwork organizational domains and adoption of an expansionary view of managed recreation that gives equal value to employee resources availability in both domains. Kirchmeyer's studies concluded that job satisfaction and organizational commitment correlated significantly with increased resource enrichment from participation in recreation-related programs in the nonwork domain.

The impact of managed recreation on wellness was largely established by Ragheb's 1993 study, which examined the relationship between wellness and recreation participation and satisfaction. Specifically, Ragheb found sound quantitative support for his hypotheses that increased recreation participation and increased satisfaction levels associated with participation were related to higher perceived wellness. There was a particularly strong correlation for the impact of greater satisfaction with recreation programs on perceived wellness.

This study has particular application for organizations implementing or refining employee recreation programs, and clearly can be used to develop programs that influence each social indicator of organizational success. In addition, it can motivate organizations to develop accurate means of tracking participation and satisfaction, and measuring short- and long-term effectiveness of managed recreation programs, in terms of employee perceptions of positive organizational outcomes (short-term) and productivity data and cost-benefit comparisons (long-term).

The expanding spectrum of research in the recreation profession has created a firm foundation for the Navy's initiatives to redesign MWR programs that achieve mission-related social and economic outcomes and delight Sailors in a complete range of demographic groups. Similar to the transformation taking place in public recreation, Navy commands are attempting to learn more about their climates, productivity, and values by integrating managed recreation into their daily schedules and mission pursuits. These efforts reflect a shift in strategic focus of recreation programs from one purely centered on the concepts of leisure and "fun" to one of essential services that mold together our workplaces and society and provide avenues to the desired social indicators (outcomes).

Consequently, shore and afloat commands can reap the long-term benefits associated with developing and marketing managed programs effectively and can balance these programs to maximize the opportunity for continual improvement of group processes and quality of working life. Today, the Navy is developing visions for managed recreation that exceed market-driven philosophies and short-term quantifiers of productivity and economies of scale, and capture the importance of consistent top leadership commitment and diverse employee participation and support in planning and decision making. In adapting their programs to the 1990s vision, Navy commands must remain aware of the existing conflict between the increasing commercialization of services and the increasing emphasis on mission support criteria. The literature indicates the need to strike a balance between managed recreation processes driven by capital and economies of scale, and processes motivated by participatory decision making at all rank structure levels. Referring again to Kirchmeyer's study, it is imperative that BUPERS and local command level

managed recreation leaders do not lose sight of the mutual supportability and compatibility of the work and nonwork domains in dictating organizational success / mission readiness.

Using the significant relationships described in the literature, the Navy must define the future of managed recreation based on mission readiness-producing social and professional indicators. This means that tenant unit commanders must target new and established processes toward Sailors, making them central stakeholders in program decision making and implementation. An excessive emphasis on commercial accountability and profitability should be avoided. BUPERS has begun to achieve these objectives through its Leisure Needs Assessments data and the 1996 "Department of the Navy Quality of Life Comprehensive Assessment." Specifically within the afloat Navy, individual units are exploiting the resources of the Fleet Recreation Coordinator network more aggressively.

In the 1990s, Commanding Officers and Recreaton Services Officers have clearly increased their capability to respond to opportunities and challenges presented by dynamic shipboard environments and force structure changes. The Navy has adeptly utilized bottom-up initiatives developed by sister Services in redesigning its MWR programming. For example, BUPERS applied many of the principles espoused by the Air Force, in its recent quality of life initiatives, to the development of its "Quality of Life Comprehensive Assessment." A principal threat still facing the Navy today is the high variability and low standardization of MWR programs, particularly among afloat units that have historically suffered from very limited appropriated funds support.

These abilities to respond to opportunity and risk justify the continuance of a largely decentralized approach to managed MWR. This approach is giving Commander Officers

broader authority and flexibility in targeting, prioritizing, funding, and satisfying the needs of their embarked Sailors. Commanding Officers and local Fleet Recreation Coordinators have developed a generally effective, two-way feedback loop that drives the improved provisioning of managed MWR services.

Although still committed to empowering Commanding Officers, BUPERS has taken more active roles in program planning and implementation, particularly in addressing single Sailor needs. The office of the Master Chief Petty Officer of the Navy developed single Sailor programs, with particular emphasis in the recreation and learning resource areas, to positively impact mission readiness by helping young Sailors adapt to their command environment and positively influence their professional effectiveness. These initiatives will eventually place recreation programming for single and married personnel on equal footing, and solidify the impact of managed recreation activities as extensions of command and critical to mission performance.

Under continual review and improvement by BUPERS, fleet recreation programs have made considerable progress in meeting mission criteria, serving the diverse needs of crew members, and achieving the disciplined utilization of off-duty time to meet desired social outcomes. However, greater standardization and equitable appropriated funding support are still being sought. Even though Commanding Officers clearly should develop delivery methods for managed recreation, it is essential for BUPERS to become more involved in ensuring accountability and standardized quality.

III. MANAGED RECREATION IN THE PRIVATE SECTOR

While Morale, Welfare, and Recreation programming has long been an essential component of military life, albeit with varying strategies and focuses, the evolution of managed fitness, athletics, and recreation in the private sector over the past two decades has been characterized by increased quality, rapid response to employee needs, and distinctive ideas. In many corporate sector organizations, managers have elevated their managed recreation programs to a level exceeding those of some of the best military MWR programs. In fact, the Navy has become a better innovator in the managed recreation arena because of its willingness to inport new processes, including more customer-driven strategies, into MWR planning and implementation.

Although few successful corporate recreation and fitness programs have quantitatively justified the benefits of their initiatives, the vast majority have expressed great satisfaction, through participation levels and employee feedback, with local programming. Corporate managers who actively promote and participate in managed recreation believe that well-conceived activities are a significant part of the vision, culture, and success (productivity) of their organizations. Although managers universally attribute managed recreation to increased wellness of their employees, they have also stressed the impact on positive outcomes such as cohesion of work groups, organizational commitment, and job satisfaction. Each of these social indicators is supported heavily by the research already cited.

Since the late 1970s, some corporations have seen health insurance and workman's compensation, as well as absenteeism, illness rates, accidents, and turnover rates, steadily increase to the point that these areas alone are severely threatening their profitability and survival. In response to these trends, many firms have chosen to fully integrate managed fitness and recreation into their working environments, even when it is difficult to measure whether the benefits of these programs outweigh the costs and are in the best interests of the company.

An increasing array of companies, including smaller firms with limited resource banks, have chosen to implement managed health, fitness, and wellness programs at company sites or through contracts with local facilities. Well-respected corporations, including USAA, Tenneco, General Electric, Texas Instruments, Steelcase, Dupont, Union Pacific Railroad, and Johnson and Johnson, have realized the significant economic and intangible benefits of fitness and regulated exercise, and athletic programs. Some of these companies have collected data to justify the reduced health care costs, increased productivity, reduced absenteeism, reduced turnover, and positive return on investment that results from their corporate fitness programs. For example, Steelcase has shown that medical claims costs were 55 percent lower for employees participating in managed fitness programs than for non-participants over a 6-year period (Yen, 1991). Union Pacific Railroad determined that 80 percent of its workforce felt that the exercise program increased their productivity, while 75 percent indicated that regular participation resulted in greater amounts of stress reduction and increased concentration on the job (Leuzinger and Blanke, 1991). Dupont reported that absenteeism rates dropped by 47.5 percent over a six-

year period (Leatt, et al., 1988). In addition, Blue Cross Blue Shield of Indiana concluded that their program yielded a 250 percent return on investment over five years (Pelletier, 1991). While Johnson and Johnson invests about $4.5 million per year on preventative health and wellness programs, managers estimate that the firm's medical bills would be higher by $13 million per year (a 15 percent increase) without the corporate wellness program (Tully, 1995, p. 99).

> Companies believe a dollar spent today on employee wellness will go a lot further than dollars spent on medical costs for employees who become ill as a result of continued bad health habits. But, it is difficult to measure whether benefits from fitness programs are real. Concrete data are hard to obtain . . . white collar productivity is hard to measure, and physical benefits of wellness programs often do not show up for years. (Chang and Boyle, 1989, p. 46)

Despite these measurement obstacles, firms with fitness, recreation, and/or wellness facilities are beginning to develop quantification studies and techniques justifying their programs' impact on the positive social outcomes and bottom-line goals desired by the company. These outcomes include productivity (related to decreased absenteeism, turnover, and health care costs), morale, and recruitment and retention of employees. Therefore, there is growing proof that managed corporate fitness programs not only pay purely monetary dividends (savings resulting from decrease health care costs, absenteeism, and turnover), but also pay smartly on the positive social outcomes discussed earlier.

While numerous studies have spelled out that firms with well-established fitness programs directly influence positive social and economic outcomes for organizational groups and individual employees, there is a lack of empirical evidence that managed recreation programming creates the same outcomes. Consequently, it would be useful to

compare the benefits of employee benefits accrued from employee recreation with those accrued from employee fitness programs within the same firm. A 1987 General Electric Company study, which will be discussed at length in this chapter, concluded that employees participating at any level of managed fitness or recreation programming had higher job satisfaction and lower absenteeism than nonparticipants (Shinew and Crossley, 1988, p. 23).

Similar to the Navy's managed MWR programs, trained leadership and top-down management support are essential elements of successful corporate fitness programs. Ideally, major firms hire trained fitness directors, giving them a great advantage over Navy commands that commonly depend on collateral duty Recreational Services Officers. These directors are obviously better prepared to focus directly on motivating continued employee participation and aiding employees in developing programs to meet individualized goals. Private sector organizations also have a decided advantage in program diversity because of the leverage given to fitness directors to develop a variety of managed programs to satisfy worker interests, and to incentivize managed activities for company employees.

A. THE EVOLUTION OF INDUSTRIALIZED RECREATION PROGRAMMING

1. Developments from 1900 to 1980

As late as the 1970s, most major firms had some form of traditional recreation activities, including annual company picnics, team sports and tournaments, and various social clubs. During the first quarter of the 20th century, industrial firms adopted and developed managed recreation and fitness programs in the belief that they would augment

employment commitment, cohesion, morale, and physical and mental fitness. The formation of the Recreation Association for American Industry in 1941 underscored the growing commitment of firms to a unified approach to recreational services delivery. The success of this fledgling organization led to the establishment of the National Industrial Recreation Association (NIRA), the predecessor of the National Employee Services and Recreation Association (NESRA). However, until the 1980s, there was insufficient effort to manage and quantify these activities, and establish new opportunities to achieve positive social and economic outcomes. (NESRA Member Benefits, 1996)

2. NESRA Organized, Makes Immediate Impact

The breadth of recreation programming was increased in the early 1980s as emphasis on employee recreation services became a central factor in recruitment, retention, and sustaining organizational commitment. As corporate programs became recognized as a key ingredient in attaining organizational success, the National Employee Services and Recreation Association (NESRA) was established in 1982 as a primary support system for employee recreation services throughout the nation.

NESRA has adopted a vision that emphasizes the professionalization and continued innovation of the employee recreation and services field as an integral part of human resources management processes. NESRA recognizes the dynamic challenges associated with rapidly changing organizational environments and strives to support organizations, optimizing their performance and mission expectations through state-of-the-art managed recreation programming. (NESRA Member Benefits, 1996)

The organization's mission statement captures its complete commitment to providing managed programs that induce participation and employee satisfaction, exceed established quality of life standards, and achieve various positive social and economic outcomes.

> The primary responsibility of NESRA is to serve the organizations and individuals responsible for providing employee services, recreation and fitness/health promotion through education, resources and professional development, thereby enhancing employee quality of life and positively influencing organizational productivity and profitability. (NESRA Member Benefits, 1996)

NESRA serves as the nerve center and support system for member organizations in their implementing and sustaining of employee recreation and services programs. Among its most important services, NESRA operates and markets a personalized fitness program, called the "Fitness Expert," holds annual conferences and exhibits dedicated exclusively to recreation and services, and keeps membership current through its Employee Services Management Magazine, which provides essential information on program administration, justification, and trends, as well as wellness programs. NESRA's stakeholders are the leaders and managers of employee programs in the recreation, fitness, and human resources management areas. NESRA provides support to constituents from business, industry, and government in balancing their workplaces with meaningful recreation initiatives. (NESRA Member Benefits, 1996).

Employee services recreation blossomed in the late 1980s as firms of all sizes realized the long-term social benefits and cost savings associated with well-conceived programs. Corporate executives are motivated to integrate managed recreation and open

the work-nonwork boundary. They see this as benefitting employee morale and productivity, encouraging intra-company teamwork and cohesion, and enhancing the firm's external image through practices that directly influence job satisfaction (Debats, 1981, p. 627 - Gansmiller). In sustaining cohesion, it is important to market managed recreation programming objectively and evenly between hourly and salaried employees at each hierarchical level.

Today, initiatives like the "Corporate Challenge" in Las Vegas exemplify the emphasis on the direct mission support and quality of life roles of managed recreation. The Las Vegas Parks and Leisure Activities Department annually spearheads a five-week Olympic-type event where groups from over 100 area firms compete in a myriad of team and individual activities managed in an Olympic format. This event supports recent corporate emphasis on the direct impact of managed recreation on positive organizational outcomes and the firm's bottom-line success. "The Corporate Challenge" has created positive organizational changes, particularly team building, in the Parks and Leisure Activities Department as well as participating firms. The department benefitted primarily through new work design processes that increased employees' intrinsic motivation, organizational commitment, and job satisfaction (Busser and Kuiper, 1994, p. 38). Local employers support "Corporate Challenge" for the same positive outcomes associated with in-house wellness and recreation programs. "Employers tend to believe that participation in fitness and recreation programs such as Corporate Challenge promotes employee satisfaction, increases job involvement and productivity, and reduces turnover and

absenteeism, while enhancing profits, competitiveness, and survival for the organization." (Busser and Kuiper, 1994, p. 38)

Furthermore, NESRA has become an active force in the development and implementation of "No-Cost / Low-Cost" programming ideas, recognizing that there are relatively inexpensive means of satisfying employees and serving their social interaction and wellness needs. NESRA separates their economical programming into four principal categories, fitness / health, social / cultural, "enhancing the atmosphere," and family programs. Some of the fitness programs include intramural leagues, the "buddy-up for fitness program," health fairs, and self-defense classes. Among the social and cultural programs are group trips to theater shows, employee talent shows, pizza parties, and fun runs and walks. "Enhancing the atmosphere" programs involve motivating employee innovation by shaking up their schedules and capitalizing on their talents. These leisure opportunities have a large perceived influence on work productivity, giving employees a fresh perspective, chances for talented employees to share their skills (cohesion), and opportunities to incorporate humor into the workplace. These environment-driven activities include music and magic talent shows, shirt days, theme lunches, raffles, and benefit fairs. Family activities include Holiday parties, Easter egg hunts, and organized bus trips.

NESRA is committed to effectively optimizing the trade-off between risk management and quality service criteria in assessing the utility of outsourcing for contractual services. It focuses on consistent, exceptional quality of services and gaining an additional market share of participants though employee sharing of experiences. Poor service quality can seriously debilitate the organization, preventing the achievement of

performance goals set by management, such as increased productivity and decreased medical costs.

To meet quality criteria, the firm must capture the opportunity for reasonable expansion of employee recreation programs in order to retain and attract additional participants. However, due to the potential economic consequences of program expansion, risk management becomes a critical issue while expanding recreation programming for employees. This is important because of the cost impacts of additional staff and increased medical insurance premiums, and the challenges and monetary constraints associated with facility scheduling, system maintenance, and equipment availability. Many firms have responded by outsourcing managed recreation services in order to reduce costs and expand services. However, while contracted services may seem intuitively optimum for today's companies, they will not guarantee program quality and stability. In addition, they may create a conflict between program quality and the economic integrity of the organization, its management of risk. "While this process will perhaps control economic costs and potential costs of liability related to risk management issues, it does not necessarily achieve program quality." (McHattie, 1996, p. 14)

The firm has a real dilemma, because while liability is reduced considerably by outsourcing of services, these actions could have potentially negative impacts on overall program quality. Furthermore, if the parent firm attempts to establish control over the contracting organization's employees in order to assure quality, the company is in effect taking risk liability back onboard. (McHattie, 1996, p. 14)

McHattie (1996) provides a solution for this potential conflict, emphasizing that the risk transfer / quality control dilemma can be solved by effectively managing the offer phase of the contract awarding process, primarily through precise documentation and contractor liability for non-negotiable items. The offer represents a formal proposal from the service contractor to the firm, identifying what the offerer will provide in return for the client firm's promise, and clearly defines the negotiable and non-negotiable elements of the contract. (McHattie, 1996, p. 15)

> By providing the documentation for the host organization, the contractor is really "taking care of details" and planning for a participant's positive experience. Likewise, the host organization not only is controlling risk, but is also working to provide the quality experiences that the participant wants and needs. (McHattie, 1996, p. 15)

B. EXCELLENCE IN MANAGED RECREATION AT TOP U.S. COMPANIES

Several large and medium-sized firms have established themselves as leaders in the integration of managed recreation programming in the workplace. Although few have done significant quantitative evaluation of their programming, all of them believe in their initiatives due to their perceived successes over the long haul, increased participation rates, and their perceived influence on organizational success. A number of these companies have achieved unparalleled successes with their managed programs and warrant specific mention in the text, including USAA Insurance Company (San Antonio, Texas), Tenneco, Inc. (Houston, Texas), General Electric (Cincinnati, Ohio), Texas Instruments (Dallas, Texas), Sun Microsystems (Palo Alto, California), Johnson Wax Company (Racine, Wisconsin), and Texaco (Denver, Colorado subsidiary).

1. Excellence in Managed Recreation and Fitness at United Services Automobile Association (USAA)

USAA, the insurance heavyweight based in San Antonio, offers its 13,000 employees three huge physical fitness complexes; tennis, basketball, and volleyball courts; softball fields; jogging trails and parcourse; five picnic pavilions; a lake stocked with trout and perch; a huge physical fitness complex; and subsidized cafeteria meals. In total, the firm's corporate center has devoted 35 acres on the company premises to employee recreation services. USAA has also constructed substantial fitness centers in regional offices located in Sacramento, California; Colorado Springs, Colorado; Tampa, Florida; Norfolk, Virginia; and Reston, Virginia.

As part of a strong corporate outreach, USAA specifically offers a diverse spectrum of managed activities in its facilities, supporting fitness, athletic, and other recreation objectives. USAA's recreation program membership has risen to 3300 members, or approximately 31 percent of the employee population, as of February, 1995 (Willard, 1995). These activities include on-site softball, basketball, soccer, and volleyball leagues. USAA is also committed to general entertainment programming; much of its 3.1 million square feet of office space comes to life during lunch hour with art shows and folk dancers and, at fiesta time, with mariachi bands and a bustling Mexican market. It is among a growing number of companies that believe that a more satisfied workforce means greater productivity, more unit cohesion, less absenteeism, greater wellness (supported by decreases in medical outlays), increased solidarity in the labor force, and a better product for its customers.

USAA generally has not placed great emphasis on quantitative justification of its quality of life programs, believing that employee participation rates and perceived successes make the points it desires. USAA leaders have developed complete confidence in their managed recreation programs through some 20 years of experience and trials. In 1994, the firm contracted with the Hayes Management Group for a company-wide survey. The 196-question survey was given to all employees and concluded that USAA's corporate physical fitness programs were its most desirable benefits. (Willard, 1996)

Ron Willard, USAA's director of physical fitness and recreation, feels that many firms attempt to quantify the benefits of managed recreation, because their employees perceive that their managed programming is being threatened by intermediate and top management. Accordingly, they conduct productivity studies to determine if onboard programs still generate enough "bang for the buck." However, he emphasized that top executives at USAA have no need to prove the benefit, noting that if there was not solid support from senior management and the Board of Directors, the firm would not have eight large fitness centers, associated programming, and strong employee participation and satisfaction. (Willard, 1996)

USAA ensures maintenance of good order and discipline by requiring employees to submit a formal request before gaining membership in the physical fitness facilities and associated managed recreation programs. Each prospective member must go through a preliminary health screening, sign a Consent and Release Form, which acts as an adherence contract between supervisor and employee, and authorize a small payroll deduction to cover nominal membership fees.

In addition, USAA invests heavily in the professional growth of its people, spending $19 million a year (1991 figures) for managed career training programs to facilitate promoting personnel up from the ranks. In 1991, over 1800 employees were taking college courses taught by area colleges on company grounds. The company also has facilities that enable many to learn right from their desks with a great variety of self-improvement programs loaded into their computer terminals. USAA also has an active Wellness Committee that has implemented managed programs achieving a smoke-free environment and a renewed emphasis on weight control, blood pressure screening, and cancer awareness.

Former Chief Executive Officer Robert McDermott explained why his company goes to great lengths with its managed recreation and fitness programs:

> My answer is very simple: People spend more waking hours at work than anything else, so why not make it not only as pleasant as possible but conducive to good effort and output, high morale, and courtesy and pride in what they're doing? We try to treat them the way we want them to treat the customers. (Mulligan, 1993, p. 3C - McDermott)

McDermott, a retired Air Force Brigadier General, expanded USAA's owned and managed assets from $200 million to $19 billion after taking command of the company in 1969. USAA is now an industry leader in both advanced computer technology and personnel policy innovations. Currently under the guidance of CEO Robert T. Herres, a retired Air Force General, the company continues to grow closer to McDermott's vision of a paperless environment. With a huge customer base of retired and active military officers and their dependents, USAA has risen steadily in the insurance industry, ranking fifth in automobile insurance and sixth in homeowner policies (1991). It also has aggressively

diversified into the banking, real estate, financial management, travel services, and life insurance specialities.

USAA's tremendous corporate and quality of life successes are underscored by the extremely high proportion of job applications to available positions. In 1990, there were 34,970 applicants for 1,248 actual positions. Furthermore, the turnover rate was 6 percent in 1993, and a high percentage of USAA's employees have visions of a career with the firm (Business and Society Review, 1993). Many wonder how USAA can afford the multitude of employee "giveback" programs. However, "significant voices in industry insist that treating people better, as partners on a team, is the only way out of the economic doldrums. Unless human resources are tapped to the fullest, they warn, corporate America will run a poor third to the growing competition from a united Europe, with its economic core in Germany, and a thriving Pacific Rim fanning out from Japan (Mulligan, 1993, p. 4C)."

2. Excellence in Managed Recreation and Fitness at Tenneco, Inc.

Throughout the 1980s and 1990s, Tenneco, Inc. has become a corporate leader in the implementation and quantitative evaluation of managed fitness, wellness, and athletic programs. Despite investing $11 million for a 100,000-square-foot fitness and athletic facility in the mid-1980s, Tenneco believes that the medical cost savings, increased productivity (through lower recorded absenteeism and turnover), and intangible benefits have more than offset this sunk cost. Intangible benefits include mental and physical wellness, job satisfaction, organizational commitment and, ultimately, increased productivity.

It took a double bypass operation caused in part by a poor diet and inactivity to convince then-CEO James Ketelson that a wellness program might yield positive outcomes within Tenneco's workforce. Since the early 1980s, Dr. Edward Bernacki and William Baun have spearheaded a comprehensive wellness program that has substantially improved the fitness and productivity at Tenneco and has become a benchmark for other firms implementing new programs. The firm's quantitative studies have set the tone in justifying productivity gains and cost savings produced by managed fitness and recreation programs. The diversity of managed activities offered by the company are testimony to the great value placed on human resources and improving Tenneco's corporate culture through healthy, fit and productive employees (Bernacki, 1985, p. 1).

Robert Rosen of the Washington Business Group on Health praises Tenneco for having wellness and fitness programs that represent the corporation's goals and philosophies and its commitment to recruit and retain productive and mentally and physically fit employees. (Bernacki, 1985, p. 2) Furthermore, the Washington Business Group credits managed fitness and athletic programs for facilitating individual responsibility for health, improving job satisfaction, sustaining a healthy corporate culture, and enriching Tenneco's corporate image. As a result of these positive outcomes, these managed programs will directly impact bottom-line success through what Rosen calls the "fourth generation" of work site health promotions. "Work site wellness becomes the guiding principle for a strategic organizational health policy, integrating the expertise of medical, human resource, training and development, and benefits personnel." (Bernacki, 1985, p. 2 - Rosen)

Baun, now Director of Health Services at Tenneco, was instrumental in optimizing the use of the firm's 25,000 square foot gym with various managed fitness activities. The facility, which Baun refers to as his "stress reduction center," includes racquetball courts, nautilus and weight training equipment, rowing machines, and a large multi-purpose exercise room (Baun, 1985, p. 2). Tenneco manages weight training, basketball, bench step, walking/running, and stationary bike activities in the fitness center.

Although employees pay no membership fees, they are required to have a complete pre-exercise screening. This screening process examines employees' medical and fitness histories, administers a medical examination and graded exercise test, and concludes with a fitness assessment and program planning session that results in a personally tailored wellness program. The assessment and planning phase considers medical history, motivation, social support systems, and direct exercise guidelines like mode, intensity, frequency, and duration.

Once engaged in fitness activities, employees are well-supported by an in-house medical clinic, a comprehesive executive physical program, a wide spectrum of health education and awareness programs, and an efficient referral system for those that require more complex medical attention. Bernacki believes these programs, particularly the executive physical fitness programs, are most effective in maximizing productivity and minimizing excessive costs (Bernacki, 1985, p. 3).

> It's a subtle, but highly effective way to keep productivity high among what you'd assume to be any company's most productive population anyway. At the same time, it's another benefit that keeps these highly skilled, knowledgeable, creative employees with the company.
> (Bernacki, 1985, p. 3)

Bernacki attributes the rapid and effective diagnosis and treatment of illnesses, and resultant decreases in health care costs, to the referral program. He noted that, through enhancing the quality of care and reducing costs, Tenneco is significantly increasing productivity. (Bernacki, 1985, p. 3)

Managed fitness programs at Tenneco go far beyond just having fun. They are fully integrated into the firm's corporate culture, influencing its vision, mission, operating philosophy, and strategy. Adherence to fitness participation motivates positive social and behavioral outcomes that impact individual, group, and corporate wellness. The company builds in great incentives, like flex time, to reward continued adherence to managed fitness programs.

Tenneco aggressively justifies its facilities and programming through an elaborate computer logging system, and a continuing series of research studies addressing the positive outcomes of adherence to exercise programs in a corporate setting. The computer system is programmed to track check-ins and check-outs, membership numbers, daily participation schedules, individual participation rates, exercise logging, and fitness and medical testing. Baun and other fitness experts begin collecting data when initially planning a participant's fitness program, emphasizing social and behavioral characteristics that are essential to the wellness, motivation, and satisfaction of the individual and the long-term productivity of the firm. Various exercise logging systems permit the participants to chart their own progress and allow the staff to assemble monthly feedback reports.

Furthermore, Tenneco has conducted a series of research studies examining such topics as the positive outcomes of adhering to a managed fitness program in the corporate setting and the impact of corporate fitness on productivity quantifiers, like absenteeism, turnover, and health care costs. Baun and his associates generate statistics through their check-in, testing/planning, and exercise logging processes, reporting to senior management on frequency of usage and adherence rates for activities. These initiatives have lifted Tenneco to a leading position in research addressing the impacts of fitness and health programs on productivity, and underscore Tenneco's belief that these programs are central to its vision of corporate success.

The fitness programs department conducted its first study in 1984 to investigate the relationship between exercise program adherence and job performance among 3,231 white-collar personnel who utilized the fitness center and were employed by Tenneco between October 1, 1982 and March 31, 1983. Bernacki and Baun divided the sample population into four job categories, including management, professional, clerical, and other, and five exercise adherence groups, including those who are non-members, do not exercise, exercise less than once a week, exercise once or twice a week, and exercise more than twice weekly. These groups were measured by a three-category rating system. Bernacki and Baun developed a graph that depicted the relationship of job performance to the five exercise adherence levels. The graph used the three-category rating system, displaying the percentages of above average, average, and below average performers at each adherence level. Bernacki and Baun determined that the proportion of above average performers increases with exercise adherence levels ($Z=2.47$, $p < .01$) and that the proportion of poor

performers decreases with increasing adherence levels ($Z=4.18$, $p < .0001$). They concluded that a positive, although not causal, association exists between exercise adherence in a corporate fitness program and above average job performance. (Bernacki and Baun, 1984, p. 531)

Long-term adherence (participation) is a central theme in administering Tenneco's employee fitness programs. The initial screening and program development phase and the first three to six months of participation are considered the most critical in sustaining long-term employee participation (Landgreen and Baun, 1984, p. 1). In tailoring fitness programs, Tenneco places great emphasis on the positive outcomes employees expect from the activities, including improved cohesion, enhanced health and fitness, reduction of stress, and motivation to work hard and become competitive (Landgreen and Baun, 1984, p. 1).

Senior management sets the tone for the positive outcomes of the fitness programs, maintaining a corporate culture that reflects strong values and attitudes about the relationship between wellness and increased productivity. The programs also sustain their momentum because over 75 percent of the workforce participates. (Landgreen and Baun, 1984, Vol. 1, No. 2)

In later studies, Baun, Bernacki, and Tsai investigated the impact of adherence in the corporate fitness program and quantifiable productivity variables, including absenteeism, turnover, and health care cost. Looking at absenteeism, Tenneco found that regular fitness program participants had lower absenteeism rates related to sickness and lower health care claim reimbursements than nonexercisers of similar age and gender. These results are augmented by another productivity study that determined that a greater proportion of above

average to excellent employees participate in the exercise program. "One of the arguments favoring the establishment of an exercise facility can be that it will attract and retain individuals who are more likely to have positive work and health behaviors and this benefit can be realized immediately." (Baun, Bernacki, and Tsai, 1986, pp. 21-22)

In 1987, Tenneco examined the impact of fitness program participation on worker turnover over four years, using a sample population of 1,360 employees that represented a full cross-section of exercising behaviors. Baun, Bernacki, and Tsai found that four-year job retention probabilities for employees were generally higher for regular exercisers, taking into account age, sex, general job category, and duration of employment (Baun, Bernacki, and Tsai, 1987, p. 574). The study also evaluated the impact on turnover of newly hired employees versus those who had been employed for up to four years. The results indicated that regular fitness participants in both groups were employed for a greater duration and, therefore, regular participation may have a long-run impact on turnover and financial benefits (Baun, et al., 1987, p. 575).

Tenneco's automated evaluation processes for managed fitness programs allow management to accurately track program goals and positive organizational outcomes that result. These processes facilitate the company's long-term mission by securing and maintaining management support, determining program relevance and progress in a dynamic environment, and measuring participation and adherence, goal achievement, program efficiency, and program improvement (Baun and Wells, 1995, p. 45). The firm considers it essential to track team and individual progress. Tenneco separates project evaluation into process, outcome, and impact phases. Often, the program effects organizational, group, or

individual behaviors before evidence of a positive outcome can be determined. Tenneco has been extremely successful with a process emphasizing the impact of program utilization, penetration, and participation cycles on increased wellness, participation, and skill utilization, as well as decreased absenteeism, turnover, and medical expenses.

Currently, Tenneco continues to pursue more significant correlations between its health and fitness program and long-term impacts on job performance, quantifiable productivity outcomes, and intangible benefits such as morale and employee cohesion.

> Health and fitness benefits dramatically express a corporate commitment to its people and support any company's huge investment in human resources. . . . Tenneco's program has proven highly effective in recruiting new workers, and the old timers are leaving less often than they used to. Professional and departmental barriers disappear - and teams are built - when corporate "turf" is a jogging track. (Bernacki, 1985, p. 7)

3. Excellence in Managed Recreation and Fitness at General Electric, Inc.

The General Electric (GE) Company plant in Evendale (Cincinnati), Ohio has also been a leader in the integration of employee fitness and recreation programming in the workplace. However, the firm's success in quantifying the benefits of employee recreation participation and fitness participation has resulted in trendsetting justification for the social and economic benefits of all categories of managed recreation programming. In fact, a 1987 study of General Electric's Cincinnati subsidiary was the first to make direct comparisons between employee fitness and recreation programs at the same site.

The GE Fitness Center is a unique facility located adjacent to the GE Aircraft Engines manufacturing plant in Evendale, Ohio. Since opening in 1985, the Fitness Center has offered a broad spectrum of membership services to all GE employees, spouses, and

retirees. As of 1991, more than 5,500 employees were members of the General Electric Employee Activity Association (GEEAA), the professionally managed recreation program at Evendale. Members are required to pay an $8.00 per month membership fee with the remainder being subsidized by the company.

The 35,000 square foot Fitness Center houses a multi-purpose center containing 60 cardiovascular machines, four categories of muscular resistance equipment, weight training equipment, stationary bicycles, rowing machines, and treadmills. In addition, the facility has a six-lane swimming pool, a running track, two exercise studios, classrooms, and a fully-equipped locker room. A 17-PC computer network is installed to assist employees track their progress and allow company executives to quantify the program benefits. The 28 full-time staff members contracted from Bethesda Healthcare, Inc. consist of health care managers, exercise physiologists, health promotion specialists, a dietician, certified instructors, and various support staff. These individuals offer programs in nutrition, weight training, and stress management. The GEEAA conducts competitive recreation activities like bowling, softball, golf, tennis and volleyball, as well as various educational, social, and cultural programs.

GE plant executives view the Fitness Center as providing opportunities, resources, and services that allow employees to make healthy lifestyle choices and directly impact the firm's management of health risk status and health-related costs (Heck and Hollenback, 1991, p. 2). They believe these benefits translate to positive organizational outcomes, including increased productivity, job satisfaction, and organizational commitment.

GE (Evendale) was a prime site for the 1987 study because it operated distinct programs in both recreation and fitness. A sample population of 900 was selected to compare absenteeism and job satisfaction among four categories of employees, including fitness center members, GEEAA members, members of both GEEAA and the fitness center, and nonmembers. Examining absenteeism, the study conclusions were highly significant, indicating that the mean number of absences was approximately four days less for members of either the recreation or fitness program, when compared to nonmembers. Those who were members of both the fitness and recreation programs had the lowest absenteeism rate. (Shinew and Crossley, 1988, p. 21)

In the job satisfaction research, a questionnaire based on Herzburg's motivation-hygiene theory was administered, measuring 10 hygiene factors, including work environment factors like salary, working conditions, and interpersonal relations, and five motivation factors, including achievement, recognition, responsibility, and advancement. The results indicated that recreation members and fitness members had similar levels of job satisfaction, and were significantly more satisfied than nonmembers. In addition, recreation and fitness members had the same levels of job dissatisfaction, and were significantly less dissatisfied than nonmembers. In summary, the most active employees (normally dual members) were found to have the lowest absenteeism rates, the most job satisfaction, and the least job dissatisfaction of the groups examined. (Shinew and Crossley, 1988, p. 22)

The absenteeism data, in particular, provided direct economic justification for recreation and fitness programs. Fitness Systems, Inc. conducted a feasibility study that estimated the average GE employee earned nearly $47,000 annually in 1987, or $196 per

working day. Considering the research conclusions, this daily equivalent translates to some $2,900,000 in company savings based on a recreation membership of 4,000 and an absenteeism rate of 3.65 days less. Furthermore, although it is more difficult to quantify job satisfaction, it is a reasonable assumption that satisfied employees will have lower turnover rates and higher overall productivity. (Shinew and Crossley, 1988, p. 23)

In 1991, GE (Evendale) completed a cost effectiveness study that measured total medical care claim costs from three eligibility sources, including insurance master files and Fitness Center membership files. Insurance claims data were collected over 36 months from 01 January 1986 through 31 December 1988, but the actual study period for each individual in the 822-member sample population was 18 months.

Total medical claim costs were compared for the sample population and the control group, primarily by charting per capita costs for the pre-joining and post-joining phases of Fitness Club membership. Although overall pre-joining costs were 35 percent greater for the sample population, per capital medical costs declined significantly (38 percent) while medical costs for the control group increased 22 percent over the same 18-month period. John Hollenback, the lead GE researcher, determined that inpatient costs accounted for the greatest amount of the variation between member and non-member total medical claims costs. (Heck and Hollenback, 1991, pp. 4-6)

The first key finding from the study was the significantly lower total medical costs ($185/person) of the sample population over the control group that, for a total employee membership of 5,500, translated to a total savings of over $1 million. This savings offset the annual operating cost of the Fitness Center by nearly $500,000. Secondly, the study

found that considerable additional savings would result when fitness center members spent 762 additional days at work that would have been spent in the hospital, and from lower turnover costs related to replacement workers. The bottom-lines were significantly higher productivity benefits and annual medical cost savings of between $540,000 and $1 million. (Heck and Hollenback, 1991, pp. 7-8)

GE (Evendale) clearly established benchmarks for the quantitative justification of all employee recreation facilities and services. Hollenback justified the benefits of employee fitness *and* recreation program benefits at the same work site, and the statistically significant gains from lower per capita medical costs and higher productivity related to markedly decreased absenteeism in the workplace. The studies cumulatively established a direct relationship between participation in managed fitness and recreation programming and higher job satisfaction, organizational commitment, wellness, and organizational success associated with higher productivity and medical cost savings.

4. Excellence in Employee Recreation and Fitness at Sun Microsystems (Palo Alto, California)

Sun Microsystem's vision for employee recreation and fitness services is founded on Chief Executive Officer Scott McNealy's dedication to balancing the impacts of managed quality of life initiatives in the workplace. He constantly emphasizes the great influence of Sun's managed programs on continued employee wellness, job satisfaction, and long-term organizational success.

> Maintaining the right balance between your career and other parts of your life is necessary for your happiness and well-being - and it's essential to Sun's continued growth. That's why we offer a broad range of benefits and

> programs to help you achieve a healthy, active and secure life. ("Sun Employee Benefits and Services Resource Guide," 1996, p. 1)

Sun offers a great variety of managed programs that address managing work and family needs and staying fit and healthy. These programs reflect the firm's employee services mission "to propose, design, develop and implement programs that recognize the value of the employee to the company." ("Sun Employee Benefits and Services Resources Guide," 1996) The "Sun Flex" program is the foundation of Sun's benefits program, facilitating the tailoring of individualized programs to meet individual and family needs. The "Sun Balance" program provides a myriad of work and life services that allow employees to more effectively balance work and family pressures. Sun also sponsors a myriad of health and fitness programs driven to enhance wellness. The firm's Fit@Sun program provides fitness training, nutritional guidance, group exercise, and stress management resources and activities to promote the wellness outcome. Recently, Sun has invested heavily in the fitness area, building five large fitness centers located in Palo Alto, Mountain View, Milpitas, and Menlo Park, California and Chelmsford, Massachusetts, near Boston. Sun also subsidizes entry fees for corporate sports competitions, leagues, and events organized by its employees and other associated groups and organizations. Furthermore, the company provides discounts for a variety of recreational and entertainment services, including amusement parks and restaurants.

Although it feels that detailed quantitative justification of its programs is not necessary, Sun does keep some metrics data, principally to track usage rates, according to Gloria Debbs, Employee Services Manager. Debbs also emphasized the importance of

stable wellness programs and supporting usage rates to the recruitment of highly qualified new employees in an increasingly competitive environment. (Debbs, 1996)

5. Excellence in Managed Recreation and Fitness at Johnson Wax (Racine, Wisconsin)

While a relatively small company, Johnson Wax Company in Racine, Wisconsin has made a tradition of developing and sustaining managed recreation programs that directly relate to employee job satisfaction, cohesion, organizational commitment, and wellness. Jim Malone, the company's manager of recreation and fitness for the past 18 years, is committed to maintaining employee recreation benefits that are top-of-the-line and refreshingly unique for a relatively small organization (Malone, 1996).

Johnson Wax's Racine, Wisconsin site is its parent plant, housing 3000 on-site employees and 600 field employees. The company's level of managed recreation programming and commitment to the wellness of its employees became particularly evident with the establishment of the Johnson Mutual Benefit Association (JMBA) in 1922. After purchasing a 36-acre tract of land in the 1950s to serve as an employee park, JMBA hit the deck running in the expansion of facilities and services. Today, JMBA's Armstrong Park has expanded to 146 acres and is the site of a large fitness center, aquatic center, and child care center. The corporate fitness and health promotion program, initiated in 1979, has grown to represent a myriad of specific activities serving present employees, dependents, and retirees.

In 1996, Johnson Wax is benefitting from a 100 percent employee participation rate in JMBA. Employees are charged $9.00 per month membership fees and 82 percent of

them use the largest facilities located in Racine. In a recent employee opinion survey , recreation programming was rated in the 90th percentile, among 20 other items, in regard to what elements or means the company uses to optimally recruit, benefit, and retain its employees. This survey, as well as the participation rates data, are viewed as justification for the company programs' return on investment, because JMBA's facilities and services support over 2000 corporate functions.

Employees consistently believe in the programs because they are well-supported from the top, empower employees at all hierarchical levels to participate in the feedback loop, and represent an employee orientation that reflects the company's emphasis on work life, diversity issues, and diversity trainers (Malone, 1996). The JMBA has a governing board that represents all pay groups and is constantly in touch with its constituents. It promotes a two-way dialogue with it customers (employees), and rapidly responds to emerging contemporary programming needs. Corporate leaders empower their recreation managers to plan, implement, and operate recreation programs with little management interference to achieve an enriched quality of working life. (Malone, 1996)

Johnson Wax's recreation and fitness programs exceed those offered by the majority of major corporations. They offer a myriad of managed activities, including various co-ed team and individual sports programs; dependent programs such as Day Camp and health and fitness classes; retiree education, fitness, and entertainment programs; the full gamut of fitness, health, and aquatic programs; and various special events, clubs, and cultural programs. The company believes its recreation and fitness programming has a direct

influence on its organizational success, providing a healthier balance of the body, mind, and spirit (Prindle, 1995).

6. Excellence in Managed Recreation and Fitness at Texas Instruments

The Texins Association, a non-profit organization supporting Texas Instrument's employee recreation and fitness needs, represents the epitome of an outsourcing arrangement that has been implemented and sustained effectively. A majority of the association's employee services programs center around a holistic approach aimed at the desired outcomes of stress reduction and physical/mental fitness. The Texins Association currently operates and staffs two comprehensive fitness centers, a 68,000 square-foot facility in Dallas, Texas and another 30,000 square-foot structure in nearby Plano. Having been in operation for 40 years, the Association now operates a full-blown health and fitness program, and has completed a large fishing and camping resort. It offers a wide spectrum of managed recreation programs, including exercise, aquatic, self-enhancement, and youth programs, clubs, intramural sport leagues, and an agenda of special events.

The Texins Association demonstrates its commitment to corporate success through its vision statement, annual priorities, recreation, health, and fitness services, stress management activities and seminars, and "learning the ropes" challenge courses. "The Texins Association is recognized as a unified strategic resource of people-centered services adding value to the TI team." (Texins Association Vision Statement, 1996) Its principal mission priorities are 1) "to provide Programs and Services that make TI a uniquely attractive place to work," 2) "successful implementation and growth of our Business Based Programming," and 3) "operational excellence." (Dallas Texins Priorities, 1996)

The Association's "learning the ropes" challenge activity integrates well with company objectives and develops team building. Participants have to take the initiative to figure out and overcome the inherent obstacles as they climb a rope as a team and work through a complicated maze. The obstacle course stresses the "expansion of the learning component" and the development of team building skills and individual self-esteem. (Asmus, 1996)

The Texins Association believes that its programs' strengths lie in the diversity of the "Texins Recognition Program" and the "Texins Convenience Services." Although targeted to individual rewards and recognition, the "Texins Recognition Program" is primarily packaged as a service to Texas Instruments company work groups, offering such benefits as volume discounts. Managed off-site group activities include group trips to sporting events, Western Ranch parties, picnics, pizza parties, and bowling parties. On-site programming includes supervised recreation and team building activities, and gymnasium, sand volleyball, softball, billiards, and swimming facilities.

Convenience services programs are managed by the Dallas Texins, encompassing contract negotiation, marketing strategy, and ongoing program development, and are implemented by selected external vendors. The value of these programs lies in their impact on positive outcomes for individual employees and, more importantly, organizational work units and groups. The perceived outcomes of "Texins Convenience Services" on company individuals and groups include improved quality of life, heightened job and life satisfaction, reduced stress, greater mental fitness (i.e., focus and innovativeness), and balanced time management. Texas Instruments believes that these perceived outcomes will have a direct

influence on organizational success, enabling employees to better focus on corporate goals; demonstrate the firm's commitment to quality of working life; increase cumulative productivity; increase customer service levels because of greater organizational commitment; and enhance overall recruitment and retention. These positive social and economic indicators are independently perceived to result in a significant elevating of the Texas Instrument's competitive advantage in the digital products industry. (Asmus, 1996)

The Convenience Service Program is like a hotel running errands and planning activities for you, according to Jeff Asmus, director of employee services for the Texins Association. His organization stresses the necessary balancing between work, leisure, and family lives and provides on-site support staff to conduct a variety of services that relieve employee stressors and assist workers in regaining a feeling of control in their working environments. (Asmus, 1996)

A recent quality of life survey of TI employees at all hierarchial levels indicated that employee services programs should be targeted toward making TI a "uniquely attractive" business, one committed to maximizing cohesion and a family-like atmosphere.
This strategy was among the top mission support objectives identified by the aggregate sample population, who strongly believed that the firm's dedication to managed employee programs should be incorporated in TI's corporate mission statement. Currently, the Texins Association already is providing programs geared directly to stress management, balance of work and nonwork environments, and team building. Its "Balancing Life" program, a six-hour training course, uses a "stress map" to pinpoint individual strengths and

weaknesses and assist employees develop new strategies to enrich their wellness and cumulative productivity.

In the team building area, the Texins Association has developed the Orienteering Adventure Program, Desert Survival Program, and Adventure Teaming Program to facilitate employees in enhancing their group problem solving skills. The Orienteering program teaches participants how to navigate through an 11-acre course and transcend various challenges through development of cohesion, communication, and trust and application of new group skills and team leadership principles. The insight gained from these adventures is applied to helping departments and work groups navigate through the everyday challenges presented in the corporate environment. The Desert Survival program teaches group survival skills using a plane crash simulation. The team must develop a survival strategy with limited resources, incorporating skills that are critical in the working environment such as team interaction, planning, problem-solving, communication, and deadline management. The Adventure Teaming program challenges personnel to exceed their own expectations through a series of individual challenges and group problem-solving initiatives carried out while 20 to 40 feet in the air. The primary objectives are to eliminate individually-induced constraints to team potential, assist participants in how to manage risk, and produce positive behavioral changes that will increase workplace performance. (Asmus, 1996)

Like the majority of firms of its size in the 1990s, TI has not significantly quantified the successes of its programs. TI has relied more on subjective decision-making with excellent top-down management support rather than conducting extensive statistical studies

that address return-on-investment (ROI) data that are often difficult to quantify. Although TI expects data in one to two years concerning how much the company has saved through its employee services programs, it feels it is futile to conduct quantification studies on intangible outcomes like cohesion. Employee services director Asmus emphasized that the Texins Association's principal objective is defining what it can do to directly support a business (TI) that is very business-minded. The Association interfaces with TI executives frequently and asks them how the programs can better support the firm. This emphasis on continual improvements will be enhanced by a computer system programmed to track employee utilization rates, starting with the first quarter of 1996. In the semi-conductor business, corporate leadership currently is placing tremendous stress on recruitment and retention processes. Accordingly, the Texins Association's managed programs are essential in marketing what they do best, relieving the stresses of 12-14 hour work shifts, and enriching team building and cohesion. (Asmus, 1996)

Eventually, Asmus noted that it will be important to quantify return-on-investment, especially for those firms that do not have the support that TI does from the top corporate executives. "It is important that we continue to feel a sense of urgency and prove our usefulness in a performance-based culture, and to network with other resource bases to more effectively package what we are doing." (Asmus, 1996) However, Asmus has no doubts that the Texins Association is creating positive organization outcomes at TI. He noted that three of the top eight managers at TI use the fitness center regularly, and are the number one driver for the programs' success. (Asmus, 1996)

7. Excellence in Managed Wellness Programs at Steelcase

Steelcase Corporation, an office furniture manufacturer based in Grand Rapids, Michigan, is another case in point for the growing employee appeal, positive social indicators, and corporate productivity that result from well-organized wellness programs. At Steelcase, high participation levels are achieved through the personal example demonstrated by a host of the firm's employees. For example, an employee benefits assistant has made a ritual of the company's wellness program over the last five years.

> Five years ago she smoked, gorged on nachos and dip, never exercised, and suffered severe stress from working while raising two boys. Her health risk exam showed a high likelihood of heart disease. Today, Lindsey dines on fish and fruits and religiously does water aerobics and runs on the treadmill. She has lost 22 pounds and thrown away the cigarettes. (Tully, 1995, p. 100)

Steelcase addresses the challenges of rapidly identifying its high-risk workers through advanced screening processes, looking for evidence of high blood pressure or cholesterol, smoking, obesity, stress, and lack of exercise. The company closely studies the 45 to 65 age group, whose workers with six or more risk factors cost Steelcase four times as much in health care costs as those having no risk indicators. A University of Michigan study of 4,000 Steelcase workers from 1985 to 1990 justified the firm's wellness expenditures, determining that high risk employees who eliminated one or two bad habits reduced their medical costs by 54 percent. (Tully, 1995, p. 101)

Steelcase's principal missions are to motivate workers to move from high- to low-risk categories and encourage preventive wellness programs for healthy workers. (Tully, 1995, p. 101). The company uses a lengthy questionnaire to initially identify high-risk

employees, and six wellness specialists to track their improvements in managed programs. Wellness counselors prescribe personal exercise programs and incentivize high-risk workers with free memberships in the 25,000 square-foot fitness facility.

Steelcase's wellness programs have not only decreased the number of high-risk employees, but have slowed the annual increase in medical costs to a relatively low two percent. Steelcase estimates that its programs save the company about $2 million per year, which represents close to a 6-to-1 return on investment. (Tully, 1995, p. 101)

8. Excellence in Managed Fitness Programming at Texaco

In 1995, 27 Colorado companies, including a subsidiary of Texaco, took to the streets and gyms as part of the "Coming Alive '95" corporate exercise challenge. The 5000 participants were committed to exercising three or more times per week for 10 weeks, with the companies logging the most workout hours eligible for vacations and prizes.

This initiative, along with the impressive Wellness Center at Texaco, has made a believer out of 30-year employee Don Dawson. After years of smoking, high cholesterol, and stress headaches, he joined the Wellness Center for $8 per month and, now, routinely receives fitness evaluations and participates in professionally-designed fitness programs, weight training, and as many fitness classes as he can fit into his schedule. He rapidly saw the positive impacts of these managed activities on wellness, losing seven percent of body fat, going the entire year free of sickness, and putting the stress headaches behind him.

Like many firms through the United States, Texaco is a believer that well-conceived wellness programs directly relate to the corporate bottom line, helping employees relieve stress and enhance their health and productivity. Specifically, during its program's first

year, absenteeism rates of active employees were 40 percent less than inactive employees. Texaco's programs reflect national studies that indicate that employee health care expenses will decrease for those who eat right, stop smoking, and get involved in regular managed fitness programs. Corporate wellness programs have proliferated nationally because there is quantitative evidence that they reduce corporate costs and help employees prevent illness. (The Monterey County Herald, 15 March 96, p. 3D)

One of the visions still being pursued is to get smaller companies well-integrated into the managed fitness agenda. In Colorado, Walter Young, director of the Division of Prevention Programs of the Colorado Department of Public Health and Environment, is striving to expand program influence, noting that only the largest state employers have wellness programs (The Monterey County Herald, 15 March 96, p. 3D).

> Surveys show that although only 22 percent of us exercise consistently, another 50 percent want to get started but don't know how. The worksite is a perfect connection. It's easier for me to reach them there, plus it gives people a message that their bosses really care, that their health is really important to the company. (Takeda, Coming Alive 1995 Coordinator, Monterey County Herald, 15 March 96, p. 3D)

C. CONCLUSIONS FROM PRIVATE SECTOR RECREATION DISCUSSION

As has been discussed in detail, private sector firms of all sizes, ages, technology bases, and demographic composition have successfully expanded the scope of their managed employee services, fitness, and recreation programs over the past two decades. Despite their difficulty in quantifying many of the perceived intangible benefits of managed programming, the best companies have effectively exploited the powerful influence of

committed top-down leadership on the success of corporate recreation activities. For years, USAA and Texas Instruments have believed that their programs did not require extensive quantitative justification, because of the strong vision and commitment given to them from the executive level and the strong feedback loop and participation regularity from employees.

Even so, several well-respected, perennially stable firms such as Tenneco and General Electric have employed trained resources to directly address quantifiable outcomes of managed recreation. They have proven that direct relationships exist between fitness program adherence and job performance (productivity) *and* wellness program participation and reduced medical costs, absenteeism, and turnover that easily offset the investments in new facilities, programs, and trained personnel resources. In addition, they have justified the social and economic benefits of employee fitness and recreation programs at the same site, determining that employees most active in corporate recreation and fitness had the highest job satisfaction and lowest absenteeism rates. GE was also successful in statistically justifying the benefits derived from lower employee medical costs and higher productivity related to reduced absenteeism.

Despite the impressive top-down commitment at USAA, Texas Instruments, and others, these firms currently feel an increasing sense of urgency to more effectively market their programs, outsource services when it is determined that quality will not be compromised, and expand their resource bases in order to be more cost effective in today's corporate downsizing climate.

In many respects, the Navy can learn immeasurably from recent private sector studies and success stories in realigning its MWR programs to a completely customer-driven focus that ultimately can better integrate the work - nonwork boundaries discussed by Kirchmeyer (1995) and support DoD's renewed emphasis on mission readiness and associated positive outcomes. Similar to the Bureau of Naval Personnel's MWR Division, the private sector has benefitted heavily from it own central supporting network, the National Employee Services Recreation Association (NESRA), that typifies industry's increasingly unified approach to recreation services delivery. Optimizing NESRA's networking capability, firms have dynamically professionalized and innovated employee managed recreation services. This has been done to the extent that the programs are almost universally identified as essential to recruitment, retention, quality of working life, and sustaining positive organizational outcomes critical to organizational commitment.

IV. STUDY OF POSITIVE ORGANIZATIONAL OUTCOMES AND MISSION READINESS ONBOARD SIX CRUISER-DESTROYER CLASS SHIPS

A. OVERVIEW

As the literature has spelled out, there is considerable, although often fragmented, evidence that well-managed fitness, athletic, and other recreation programs have a significant impact on positive organizational outcomes, including morale, cohesion, job satisfaction, organizational commitment, work stress reduction, wellness, and good order and discipline. These social indicators are believed to have varying degrees of influence on the productivity and success of an organization and, in military unit environments, on mission readiness. Despite the strengths of several studies addressed in the literature review, considerable discussion and disagreement has surfaced concerning the consistent application of the identified social indicators to the largely intangible benefits of managed recreation programming.

The uncertainty of recreation professionals in regard to quantifying the "intangible" benefits of managed recreation is particularly disturbing as the Navy moves through a transformational period of dynamic opportunities, threats, and challenges. Although the entire Navy has been impacted by force structure changes and continual process redesign, the afloat Navy is facing the greatest challenges related to MWR delivery. This is because the fleet community traditionally has suffered from relatively constrained appropriated resources and dependence on non-appropriated fund pools, which vary widely from command to command. In addition, fleet units are faced with the unique necessity of

providing morale-inducing managed recreation when at-sea or located in remote areas outside of home ports.

The inconclusive evidence presented, coupled with the unique challenges facing the afloat Navy today, make it essential to answer the following questions: (1) Is there a relationship between managed recreation, fitness, and athletics (driven by participation and satisfaction levels) and the perceived positive organizational outcomes of morale, cohesion, job satisfaction, organizational commitment, work stress reduction, wellness, good order and discipline, and productivity, including absenteeism and turnover rates?; (2) to what degree do each of these positive organizational outcomes contribute to overall organizational success and / or mission readiness?; and (3) how far have the officers and Sailors of Navy fleet units progressed in planning and implementing MWR programs with a decided focus on mission readiness indicators?

Specific hypotheses were established to measure the impact of a representative sample of the Cruiser-Destroyer Navy's managed recreation programs on organizational and mission readiness outcomes. Each hypothesis, where applicable, is explored from the standpoint of home port, underway, and visiting port recreation programs. These hypotheses can be seen in Appendix A.

B. METHODOLOGY AND DESCRIPTIVE INFORMATION

1. The Sample Population

Research data were collected from 255 active duty officers and Sailors assigned to six of the Navy's Cruiser and Destroyer-class ships home ported at Naval Station, San

Diego, California. These commands included three Aegis-Class Cruisers, one Kidd-Class Guided-Missile Destroyer, one Spruance-Class Destroyer, and one Aegis-Class Guided Missile Destroyer.

2. Questionnaire Description

A 40-item questionnaire was used to determine Sailors' perceptions of the positive organizational outcomes that result from managed fitness, athletics, and other recreation programming. The questions, mostly following a five-point Likert scale format, were broken down into *home port*, *underway*, and *visiting port* categories of MWR programs. (The questionnaire is presented in Appendix B.) The questionnaire specifically addressed the variables discussed in Subsections 2.a. through 2.e. below.

a. Perceived Positive Organizational Outcomes

Seven principal organizational outcomes (social indicators) were used to assess the impact of managed fitness / athletic and other recreation programs on mission readiness and organizational success criteria. These outcome variables were morale; cohesion; job satisfaction; organizational commitment; work stress reduction; wellness; and good order and discipline. Several sections of the questionnaire addressed each outcome variable as impacted by managed recreation programs in home port, while underway, in visiting ports, and cumulatively.

Examples of questions measuring crew members' perceptions of these outcomes were as follows: (1) "In your view, to what degree do home port managed fitness and athletic programs and facilities impact you in the following areas: Morale; Cohesion; Job Satisfaction; Organizational Commitment; Work Stress Reduction; Wellness; and Good

Order and Discipline"; (2) "In your view, to what degree do home port managed recreation activities and facilities (other than fitness and athletic) impact you in the following areas (same as above)"; (3) "Rate your present overall level of the following social indicators, based on you perception of this ship's MWR programming: morale, job satisfaction, organizational commitment, stress level, and wellness." Response options on the five-point Likert scale ranged from *Not at All (1)* to *A Great Deal (5)* for questions 1 and 2 above, and *Poor (1)* to *Excellent (5)* for question 3. Questions 1 and 2 were also applied to crew members' perceptions of the impacts of underway and visiting port activities.

b. Perceptions of Mission Readiness / Organizational Success

The principal objective of the research is to assess MWR's relationship with mission readiness, by exploring the relationship between managed MWR participation and satisfaction and the positive organizational outcome variables of these programs. Respondents' perceptions of MWR's contribution to mission readiness were assessed for home port, underway, and visiting port activities through the following question: "While in (home port / underway / visiting ports), to what degree do you feel that the ship's managed fitness, athletic and other recreation programs tie in to the mission readiness of your division / work unit?" Response options ranged from *Not at All (1)* to *A Great Deal (5).*

c. Participation in Managed MWR Programs

The extent of Sailors' participation in managed MWR programs also was measured through the three principal categories of activities -- home port, underway, and visiting port. The research questionnaire asked for the respondent's frequency of participation in common MWR programs falling into those three categories. Participation

regularity for the indicated programs was charted on a five-point scale that included selections ranging from *Don't Participate/Don't Want To (1)* to *Participate Regularly (4). Not Applicable* was the fifth selection on this scale. These responses later were combined into three categories, *Never Participate, Occasionally Participate,* and *Regularly Participate* for the analysis phase of the study. Individual participation levels were assessed for home port, underway, and visiting port activities through the following question: "While in (home port / underway / visiting ports), how regularly do you participate in or use these activities or shipboard spaces?" In addition, an overall frequency of participation, covering all MWR activities, was pursued in the following question: "During each week, how often do you participate in MWR fitness, athletic, and other recreation activities?" The responses included *Never; 1 or 2 times; 3 or 4 times; 5 or 6 times;* and *Every day.*

d. Satisfaction Level with Managed MWR Programs

The satisfaction level variable represented the extent of the respondent's satisfaction with home port, underway, and visiting port MWR programs. The following questions addressed respondents' satisfaction levels in the research questionnaire: (1) "How much does each (home port; underway; visiting port) activity contribute to your satisfaction (morale)?"; (2) "While in (home port; underway; visiting port), how satisfied are you with the level of managed fitness, athletic, and other recreation activities available on this ship?" For the items indicated above, responses were recorded on a five-point scale ranging from *Not at All (1)* to *A Great Deal (5)* for item number 1 and a scale ranging from *Not at all Satisfied (1)* to *Extremely Satisfied (5)* for item number 2.

e. Perception of Leadership's Commitment to MWR

The leadership variable represented how shipboard Sailors viewed their senior officers' commitment to current MWR programming onboard. The following question addressed respondents' perception of top command leadership in the research questionnaire: "Do you think top levels of the command have positive or negative feelings toward managed MWR programming (including fitness, athletics, and other recreation activities)?" Individual responses were recorded on a five-point Likert scale ranging from *Extremely Negative (1)* to *Extremely Positive (5).*

3. Data Collection for Questionnaire and Structured Interviews

The data were collected during a one-week visit to the six participating ships at Naval Station, San Diego, California 18 - 22 March 1996. The questionnaires were distributed 18 March to predetermined members of the six ships' crews, based on a breakdown of the units' rank structures. The researcher initially desired to receive questionnaire responses from a 20 percent sample population of each ship's total complement. Responses to the questionnaire were collected on 22 March 1996 from the six ships involved in the study. The researcher planned to collect data from two other units during the week of the field visits, but did not use either ship for the research analysis because they did not respond to the questionnaire.

The researcher augmented the questionnaire data with structured interviews of key leadership figures in the ships' chains of command, including the Commanding Officer (CO), Executive Officer (XO), Command Master Chief (CMC), Department Heads (DHs), Recreational Services Officer (RSO), and Command Fitness Coordinator (CFC). The

interview responses were used to assess the impact of the various levels of shipboard leadership on Sailors' participation in managed MWR activities, their satisfaction levels, and the extent of positive social indicators that result from MWR. The researcher felt that the knowledge, skills, and commitment provided by shipboard leadership were most critical to the successful delivery of MWR programs that support positive organizational outcomes and mission readiness.

4. Preparation for Data Analysis

a. Selection of Homeport, Underway, and Visiting Port Activities for Analysis

In order to effectively run cross-tabulations of the desired variables (questions), means and percentages were calculated for pertinent questions that would form the primary associations addressed in the analysis. However, before doing so, various MWR programs were selected from the home port, underway, and visiting port sections of the questionnaire and represented the targeted activities for the next phases of the analysis. The data analysis explored MWR participation and satisfaction levels for some of the more universal and commonly-offered home port, underway, and visiting port managed programs. The researcher addressed *intramural sports, Captain's Cup / Admiral's Award competitions, the command fitness program, ship's parties / beach parties*, and *command picnics* as *home port* managed programs; *the shipboard gym / fitness center, the command fitness program,* and *"Steel Beach" picnics* as *underway* managed programs; and *team sports competition against foreign teams, athletic tournaments in conjunction with ship's parties, the command fitness program, command-sponsored tours, ship's picnics / beach*

parties, department / division parties, and *community service projects* as *visiting port* activities.

b. Methodology for Running Means and Percentages

Prior to carrying out the actual analyses, the researcher developed procedures for calculating means and percentages and establishing relevant cross-tabulations that addressed desired relationships. The majority of the data analysis explored the impact of participation and satisfaction levels with selected managed MWR activities *on* seven positive organizational outcomes and perceived mission readiness. The same analyses were run for home port, underway, and visiting port activities.

Breaking down the methodology used to create cross-tabulations for these associations, the researcher initially determined means and percentages for frequency of participation and degree of satisfaction for each home port managed recreation program. (Aggregate means for all relevant survey questions appear in Appendix C.) Three scale points were assigned for participation level, including *Never (1), Occasionally (2),* and *Regularly (3),* and mean values ranged from 0-3. Five scale points were assigned for satisfaction level, ranging from *Not at All (1)* to *A Great Deal (5),* and mean values ranged from 0-5.

The researcher examined all generated means and percentages to ensure that there were no significant outliers, then combined them into aggregate measures (percentages) of participation and satisfaction covering the home port programs identified in Subsection 4.a. The aggregate participation and satisfaction percentages were measured and recorded on the same scales used for the individual home port activities.

Next, the aggregate percentages for home port participation and satisfaction were cross-tabulated with the seven organizational outcomes and their perceived impact on mission readiness. These procedures were repeated for the selected underway and visiting port programs. The researcher then explored demographic variables, focusing on the *Single, 0-5 Years of Service* and the *Married, 0-5 Years of Service* groups.

The procedures for running means and percentages were similar when generating cross tabulations to explore the *association of perceptions of leadership commitment to MWR* and *MWR participation level* and *satisfaction level*. The impact of leadership on organizational outcomes also was explored for home port, underway, and visiting port activities.

C. PRESENTATION AND DISCUSSION OF DATA ANALYSIS FOR SHIPBOARD QUESTIONNAIRE

Using the cross-tabulations discussed in Section B, the researcher explored the relationships between MWR participation and satisfaction levels *and* Sailors' perceptions of organizational outcomes and mission readiness. In addition, the relationships between Sailors' perceptions of shipboard leadership's commitment to MWR *and* their MWR participation, satisfaction levels, and perceptions of positive outcomes were also examined.

1. MWR Participation / Satisfaction Levels and Positive Organizational Outcomes

The first phase of the data analysis explored the relationships between Morale, Welfare, and Recreation program participation and satisfaction levels *and* positive organizational outcomes.

a. Participation Levels and Positive Organizational Outcomes

Tables 4-1 to 4-3 below were derived from the cross-tabulations of participation levels in specific managed MWR activities with the seven organizational outcomes addressed in the thesis. The table displays the percentage of respondents who "Never" participated (1) in MWR activities and had a low degree ("Very Little" to "Not at All") of the applicable outcome; "Occasionally" participated (2) in MWR activities and had a medium degree ("Very Little" to "Quite a Bit") of the indicated outcome; and "Regularly" participated (3) in MWR activities and had a high degree ("Quite a Bit" to "A Great Deal") of the indicated outcome. These relationships were explored over home port, underway, and visiting port activities.

(1) Home Port Participation and Positive Organizational Outcomes. Table 4-1 below shows the percentages of respondent Sailors who participated in the indicated levels of home port MWR programs and who expressed corresponding perceptions of the seven organizational outcomes.

Table 4-1

Percentages of Respondents Who Participated in Indicated Levels of Home Port MWR and Expressed the Corresponding Outcomes

Home Port MWR Participation Levels *and* the Degree of Outcomes			
Percentages in Indicated Relationship/ Positive Outcome	NEVER Participate/Have Low Degree of Positive Outcome	OCCASIONALLY Participate/Have Medium Degree of Positive Outcome	REGULARLY Participate/Have High Degree of Positive Outcome
Morale	44.0	83.3	68.2
Cohesion	48.7	83.3	68.2
Job Satisfaction	57.6	77.6	50.0
Organizational Commitment	56.8	78.5	50.0
Work Stress Reduction	51.2	74.8	50.0
Wellness	40.8	80.4	68.2
Good Order and Discipline	47.2	81.3	59.1

After exploring the link of home port participation level with Sailors' perceptions of different organizational outcomes, it is apparent that participation did not have a positive effect on these social indicators. The majority of the respondents fell into the "occasionally participate" category. Over 80 percent of the respondents who participate occasionally in MWR expressed corresponding perceptions of positive outcomes. However, an average of only 50 percent of the respondents who "never participate" and 60

percent of those who "regularly participate" expressed corresponding perceptions of positive outcomes.

(2) Underway Participation and Positive Organizational Outcomes. Table 4-2 below shows the percentages of Sailors who participated in the indicated levels of underway MWR programs and who expressed corresponding perceptions of the seven organizational outcomes.

Table 4-2

Percentages of Respondents Who Participated in Indicated Levels of Underway MWR and Who Expressed the Corresponding Outcomes

Underway MWR Participation Levels *and* the Degree of Outcomes			
Percentages in Indicated Relationship / Outcome	NEVER Participate/ Have Low Degree of Positive Outcome	OCCASIONALLY Participate/Have Medium Degree of Positive Outcome	REGULARLY Participate/Have High Degree of Positive Outcome
Morale	56.2	78.4	43.2
Cohesion	58.9	78.2	35.6
Job Satisfaction	68.5	71.4	31.1
Organizational Commitment	63.0	75.9	35.6
Work Stress Reduction	63.1	77.5	48.9
Wellness	54.8	78.9	62.2
Good Order and Discipline	54.2	78.2	40.0

After exploring the association of underway participation level with Sailors' perceptions of different organizational outcomes, it is apparent that participation did not have a positive effect on these social indicators. As was the case with home port participation, the majority of the respondents fell into the "occasionally participate" category. An average of approximately 75 percent of the respondents who participate occasionally in MWR expressed corresponding perceptions of positive outcomes. In contrast, an average of only 60 percent of the respondents who "never participate" and 40 percent of those who "regularly participate" expressed corresponding perceptions of positive outcomes.

(3) Visiting Port Participation and Positive Organizational Outcomes. Table 4-3 below shows the percentages of Sailors who participated in the indicated levels of visiting port programs and who expressed corresponding perceptions of the seven organizational outcomes.

Table 4-3

Percentages of Respondents Who Participated in Indicated Levels of Visiting Port MWR and Expressed the Corresponding Outcomes

Visiting Port MWR Participation Levels *and* the Degree of Outcomes			
Percentages in Indicated Relationship/ Outcome	NEVER Participate/Have Low Degree of Positive Outcome	OCCASIONALLY Participate/Have Medium Degree of Positive Outcome	REGULARLY Participate/Have High Degree of Positive Outcome
Morale	49.6	84.2	66.7
Cohesion	48.7	85.2	58.3
Job Satisfaction	60.5	84.3	45.8
Organizational Commitment	56.3	80.6	41.7
Work Stress Reduction	53.8	79.6	62.5
Wellness	48.7	82.4	62.5
Good Order and Discipline	47.9	80.5	62.5

After exploring the relationship between visiting port MWR participation level and Sailors' perceptions of different organizational outcomes, it is apparent that participation did not have a positive effect on these social indicators. The majority of the respondents fell into the "never participate" and "occasionally participate" categories. Over 80 percent of the respondents who participate occasionally in MWR expressed corresponding perceptions of positive outcomes. However, an average of only

50 percent of the respondents who "never participate" and 60 percent of those who "regularly participate" expressed corresponding perceptions of positive outcomes.

b. Satisfaction Levels and Positive Organizational Outcomes

Tables 4-4 to 4-6 below were derived from the cross-tabulations of satisfaction levels in specific managed MWR programs with the seven organizational outcomes addressed in the thesis. The table displays the percentage of respondents who were "Not at All" satisfied (1) with MWR programs and expressed a very low degree ("Very Little" or "Not at All") of the applicable outcome; had "Very Little" satisfaction (2) and expressed a moderately low degree ("Not at All" to "Some") of the outcome; had "Some" satisfaction (3) and expressed a medium degree ("Very Little" to "Quite a Bit") of the outcome; had "Quite a Bit" of satisfaction (4) and expressed a moderately high degree ("Some" to "A Great Deal") of the outcome; *and* had "A Great Deal" of satisfaction (5) and expressed a very high degreee ("Quite a Bit" or "A Great Deal") of the outcome. These relationships also were explored over home port, underway, and visiting port activities.

(1) Home Port Satisfaction and Positive Organizational Outcomes.

Table 4-4 below shows the percentages of Sailors who expressed the indicated degrees of home port satisfaction and had corresponding perceptions of the seven organizational outcomes.

Table 4-4

Percentages of Respondents Who Expressed the Indicated Degrees of Satisfaction with Home Port Activities and Who Expressed the Corresponding Outcomes

Home Port MWR Satisfaction Levels *and* the Degree of Outcomes					
Percentages in Indicated Relationship/ Individual Outcome	Not at All Satisfied / Very Low Degree of Outcome	Very Little Satisfaction / Moderately Low Degree of Outcome	Some Satisfaction/ Medium Degree of Outcome	Quite a Bit of Satisfaction / Moderately High Degree of Outcome	A Great Deal of Satisfaction/ Very High Degree of Outcome
Morale	68.7	77.0	83.7	83.3	83.3
Cohesion	59.4	83.1	81.2	79.6	66.7
Job Satisfaction	78.2	87.1	76.7	83.0	83.3
Organizational Commitment	75.0	88.4	75.6	83.0	83.3
Work Stress Reduction	68.7	84.6	76.7	82.9	83.3
Wellness	56.3	74.4	82.5	87.3	100.0
Good Order and Discipline	65.6	78.2	79.1	83.0	83.3

After exploring the association of home port MWR satisfaction level with perceptions of organizational outcomes, it is apparent that satisfaction has a much stronger effect than participation on these outcomes. The majority of the respondents fell into the "very little," "some," and "quite a bit" satisfaction level categories. Generally, there were less than 10 respondents in the "not at all" and "very little" satisfaction categories, making these data less relevant. Approximately 83 percent of the Sailors responding in the "quite a bit" satisfaction category expressed corresponding perceptions of the positive organizational outcomes. Unlike the analysis of participation levels, MWR satisfaction

corresponded well with outcome perceptions across the five degrees of satisfaction. Looking at Table 4-4, 74 percent or more of the respondents had satisfaction that corresponded with their outcome perceptions, at all satisfaction levels except for "not at all" satisfied.

(2) Underway Satisfaction and Positive Organizational Outcomes.

Table 4-5 below shows the percentages of Sailors who had the five indicated satisfaction levels with underway MWR programs and expressed corresponding perceptions of the seven organizational outcomes.

Table 4-5

Percentages of Respondents Who Expressed Indicated Degrees of Satisfaction with Underway Activities and Who Expressed the Corresponding Outcomes

Underway MWR Satisfaction Levels *and* the Degree of Outcomes					
Percentages in Indicated Relationship/ Individual Outcome	Not at All Satisfied / Very Low Degree of Outcome	Very Little Satisfaction / Moderately Low Degree of Outcome	Some Satisfaction / Medium Degree of Outcome	Quite a Bit of Satisfaction / Moderately High Degree of Outcome	A Great Deal of Satisfaction/ Very High Degree of Outcome
Morale	72.0	81.9	85.1	88.3	81.3
Cohesion	72.0	88.9	84.0	81.3	62.6
Job Satisfaction	80.0	87.5	84.1	74.4	62.5
Organizational Commitment	84.0	88.9	85.1	81.4	62.5
Work Stress Reduction	80.0	83.4	86.2	76.7	81.3
Wellness	76.0	86.2	87.2	83.7	87.6
Good Order and Discipline	70.8	87.5	84.0	81.4	75.0

After examining the relationship between underway MWR satisfaction level *and* Sailors' perceptions of the different organizational outcomes, it is apparent that underway satisfaction has a stronger effect than underway participation on these outcomes. As with home port programs, the majority of the respondents fell into the "very little," "some," and "quite a bit" levels of satisfaction. The "not at all" and "a great deal" satisfaction levels had little relevance, because there were less than 10 respondents in these categories on the majority of the ships. An average of approximately 80 percent of the Sailors in satisfaction categories 2, 3, and 4 expressed corresponding perceptions of the positive organizational outcomes. Unlike the analysis of underway participation, underway MWR satisfaction corresponded well with outcome perceptions across the five degrees of satisfaction. Table 4-5 indicates that 75 percent or more of the respondents had satisfaction that corresponded with their outcome perceptions at nearly all satisfaction levels and individual outcomes.

(3) Visiting Port Satisfaction and Positive Organizational Outcomes. Table 4-6 below displays the percentages of Sailors who had the five indicated satisfaction levels with visiting port MWR programs and expressed corresponding perceptions of the seven positive organizational outcomes.

Table 4-6

Percentages of Respondents Who Had the Indicated Degrees of Satisfaction with Visiting Port Activities and Who Expressed the Corresponding Outcomes

Visiting Port MWR Satisfaction Levels *and* the Degree of Outcomes					
Percentages in Indicated Relationship / Individual Outcome	Not at All Satisfied / Very Low Degree of Outcome	Very Little Satisfaction / Moderately Low Degree of Outcome	Some Satisfaction / Medium Degree of Outcome	Quite a Bit of Satisfaction / Moderately High Degree of Outcome	A Great Deal of Satisfaction/ Very High Degree of Outcome
Morale	74.2	90.5	92.4	93.7	90.9
Cohesion	71.0	87.3	93.5	89.5	72.7
Job Satisfaction	76.4	90.5	92.4	85.4	81.8
Organizational Commitment	74.9	90.5	86.9	87.4	72.7
Work Stress Reduction	71.0	88.9	89.2	87.4	81.9
Wellness	71.0	85.7	91.3	93.7	81.8
Good Order and Discipline	70.9	87.3	89.2	91.7	81.8

After exploring the association of visiting port MWR satisfaction level and Sailors' perceptions of the different organizational outcomes, it is apparent that visiting port satisfaction has a strong impact on these outcomes, in comparison to visiting port participation levels. The majority of the respondents fell into the "very little," "some," and "quite a bit" categories of satisfaction. Over 85 percent of the Sailors who responded in these satisfaction categories expressed corresponding perceptions of the positive organizational outcomes. Unlike visiting port participation, MWR satisfaction corresponded well with outcomes perceptions across the five degrees of satisfaction.

Table 4-6 indicates that greater than 70 percent of the respondents had satisfaction that corresponded with their outcome perceptions across all satisfaction levels and individual outcomes. Greater than 80 percent of Sailors had satisfaction corresponding to their outcome perceptions in the majority of satisfaction levels and individual outcomes.

2. MWR Participation/Satisfaction Levels and Perceived Mission Readiness

The second phase of the data analysis explored the relationships between MWR program participation and satisfaction levels *and* perceptions of mission readiness created by MWR. These relationships also were examined through cross-tabulations.

a. MWR Participation and Perceived Levels of Mission Readiness

Table 4-7 below was derived from the cross-tabulations of participation levels in specified managed MWR activities with perceptions of MWR's association with mission readiness. These relationships also were explored over home port, underway, and visiting port activities. Table 4-7 displays the percentage of respondents who "never" participated (1) in MWR activities and had low perceptions ("not at all" to "very little") of MWR's link to mission readiness; "occasionally" participated (2) and felt MWR made a medium contribution ("very little" to "quite a bit") to mission readiness; and "regularly" participated (3) and felt MWR made a high contribution ("quite a bit" to "a great deal") to mission readiness.

Table 4-7

Percentages of Respondents Who Had Indicated Participation Levels in MWR Activities and Who Expressed Corresponding Perceptions of Mission Readiness

MWR Participation Levels *and* Mission Readiness			
Percentages in Indicated Relationship / Mission Readiness	Never Participate / Have Low Mission Readiness Perception	Occasionally Participate/Have Medium Mission Readiness Perception	Regularly Participate/Have High Mission Readiness Perception
Home Port Mission Readiness	54.9	85.2	50.0
Underway Mission Readiness	56.4	80.0	54.6
Visiting Port Mission Readiness	47.9	86.3	75.0

Exploring the possible link between participation and perceptions of MWR's contribution to mission readiness, it is apparent that participation in home port, underway, and visiting port activities has little impact on mission readiness perceptions. The majority of the respondents were in the "occasionally" and "never" participation categories. Over 80 percent of those respondents who participate occasionally in MWR exhibited corresponding perceptions of mission readiness. However, relatively low percentages of those who "never" and "regularly" participate expressed corresponding perceptions of mission readiness. This made it clear that a significant relationship could probably not be achieved from this cross-tabulation.

b. MWR Satisfaction Levels and Perceived Levels of Mission Readiness

Table 4-8 below was derived from the cross-tabulations of satisfaction levels for specified managed MWR activities with corresponding perceptions of MWR's contribution to mission readiness. These relationships were explored over home port, underway, and visiting port programs. The table displays the percentage of respondents who were "not at all" satisfied (1) with MWR and perceived that MWR made a very low contribution ("not at all" or "very little") to mission readiness; had "very little" satisfaction (2) and perceived that MWR made a moderately low ("not at all" to "some") contribution to mission readiness; had "some" satisfaction (3) and perceived a medium ("very little" to "quite a bit") contribution to mission readiness; had "quite a bit" of satisfaction (4) and perceived a moderately high ("some" to "a great deal") contribution to mission readiness; *and* had "a great deal" of satisfaction (5) and perceived a very high ("quite a bit" or "a great deal") contribution to mission readiness.

Table 4-8

Percentages of Respondents Who Had Indicated Degrees of Satisfaction with MWR Activities and Who Expressed Corresponding Perceptions of Mission Readiness

MWR Satisfaction Levels *and* Mission Readines					
Percentages in Indicated Relationship/ Mission Readiness	Not at All Satisfied / Very Low Degree of Readiness	Very Little Satisfaction / Moderately Low Degree of Readiness	Some Satisfaction / Medium Degree of Readiness	Quite a Bit of Satisfaction / Moderately High Degree of Readiness	A Great Deal of Satisfaction/ Very High Degree of Readiness
Homeport Mission Readiness	59.4	88.4	87.0	69.6	100.0
Underway Mission Readiness	70.8	88.5	87.9	93.0	68.8
Visiting Port Mission Readiness	71.0	93.7	94.5	90.0	91.0

Exploring the association between satisfaction levels and MWR's contribution to mission readiness, it is apparent that satisfaction with home port, underway, and visiting port activities has a positive impact on mission readiness perceptions. The majority of the respondents were in the "very little," "some," and "quite a bit" satisfaction level categories. The "very little," "some," and "a great deal" satisfaction levels provided the best support for the relationship of homeport MWR satisfaction to mission readiness perceptions; 88.4, 87.0, and 100.0 percent of the respondents in those satisfaction categories expressed correponding perceptions of mission readiness. The "very little," "some," and "quite a bit" satisfaction levels provided the best support for the relationship of underway and visiting port MWR satisfaction to mission readiness. Greater than 87 percent

of the respondents in those satisfaction categories expressed corresponding perceptions of mission readiness.

3. Influence of Demographics on the Relationship Between Home Port MWR Participation and Organizational Outcomes/Mission Readiness

Tables 4-9 and 4-10 below were derived from the cross-tabulations of home port MWR participation levels *with* seven positive organizational outcomes and mission readiness, and were broken down into the demographic categories of *Single, 0-5 years service* and *Married, 0-5 years service.* These cross-tabulations were generated to explore the potential strength of the MWR participation - organizational outcomes relationship in two important categories. There were a total of 96 respondents in the single category, and 55 in the married category. For those demographic combinations, the tables display the percentage of respondents who "never" participate (1) and perceived that MWR had low impact ("not at all" or "very little") on organizational outcomes; "occasionally" participate (2) and perceived that MWR had medium impact ("very little" to "quite a bit") on outcomes; and "regularly" participate (3) and perceived that MWR had high impact ("quite a bit" or "a great deal") on outcomes.

Table 4-9

Percentages of Single Respondents Who Had Indicated Levels of Participation and Expressed Corresponding Perceptions of Positive Organizational Outcomes

Home Port Participation Level and Perceived Level of Organizational Outcomes (Single, 0-5 Years of Service)			
Participation Level/Outcome	Never (1)	Occasionally (2)	Regularly (3)
Morale	40.4	86.0	83.3
Cohesion	46.8	81.3	100.0
Job Satisfaction	55.3	71.4	50.0
Organizational Commitment	55.3	66.7	50.0
Work Stress Reduction	51.0	66.7	83.3
Wellness	42.6	81.0	83.3
Good Order and Discipline	46.8	73.8	50.0
Mission Readiness	54.4	81.4	50.0

Table 4-10

Percentage of Married Respondents Who Had Indicated Levels of Participation and Expressed Corresponding Perceptions of Positive Organizational Outcomes

Home Port Participation Level *and* Perceived Level of Organizational Outcomes (Married, 0-5 Years of Service)			
Participation/ Outcome	Never (1)	Occasionally (2)	Regularly (3)
Morale	41.7	84.0	50.0
Cohesion	60.8	80.0	16.7
Job Satisfaction	62.5	80.0	50.0
Organizational Commitment	58.3	88.0	50.0
Work Stress Reduction	45.8	76.0	16.7
Wellness	29.2	76.0	66.7
Good Order and Discipline	50.0	88.0	50.0
Mission Readiness	65.2	88.0	50.0

Comparing single and married Sailors with 0-5 years of service, it is apparent that there is little difference between the two demographic groups in regard to their home port MWR participation and corresponding organizational outcomes. The majority of the respondents were in participation categories (1) and (2). Similar percentages (an average of 75 percent) of single and married respondents in the "occasionally" participate category expressed corresponding perceptions of the specific organizational outcomes. For five of the eight outcomes, including job satisfaction, organizational commitment, work stress

reduction, good order and discipline, and mission readiness, a higher percentage of married Sailors participated occasionally and expressed corresponding perceptions of the specific outcomes. A higher percentage of single Sailors participated occasionally and expressed corresponding outcomes for the remaining outcomes -- morale, cohesion, and wellness. The three outcomes for single Sailors are particularly important, because these individuals frequently rely on fitness activities and cohesion with groups of shipmates in order to maintain their morale when no immediate family members live nearby. Because only six single and six married Sailors "regularly" participated and expressed corresponding outcome perceptions, no significant information could be gained from that category.

4. Influence of Demographics on the Relationship Between Homeport MWR Satisfaction and Organizational Outcomes/Mission Readiness

Tables 4-11 and 4-12 below were derived from the cross-tabulations of home port MWR satisfaction levels *with* seven positive organizational outcomes and mission readiness, and were broken down into the demographic categories of *Single, 0-5 years service* and *Married, 0-5 years service*. These cross-tabulations were generated to explore the potential strength of the MWR satisfaction - organizational outcomes relationship in the two important categories. For those demographic combinations, the tables display the percentage of respondents who were "not at all" satisfied (1) and perceived a very low level ("not at all" or "very little") of the specific outcome; had "very little" satisfaction (2) and perceived a moderately low level ("not at all" to "some") of the outcome; had "some" satisfaction (3) and a medium level ("very little" to "quite a bit") of the outcome; had "quite a bit" of satisfaction (4) and a moderately high level ("some" to "a great deal") of the

outcome; and had "a great deal" of satisfaction (5) and a very high level ("quite a bit" or "a great deal") of the outcome.

Table 4-11

Percentage of Single Respondents Who Expressed Indicated Levels of Satisfaction and Had Corresponding Perceptions of Positive Organizational Outcomes/Mission Readiness

Home Port Satisfaction Levels *and* Perceived Levels of Organizational Outcomes (Single, 0-5 Years of Service)					
Satisfaction/ Outcome	Not at All	Very Little	Some	Quite a Bit	A Great Deal
Morale	81.8	76.5	81.8	100.0	100.0
Cohesion	63.6	70.6	72.8	93.3	100.0
Job Satisfaction	81.8	88.3	66.7	85.7	100.0
Organization Commitment	81.8	85.3	63.6	92.9	100.0
Work Stress Reduction	90.9	82.4	63.7	100.0	100.0
Wellness	63.6	76.5	75.8	100.0	100.0
Good Order and Discipline	72.8	73.6	69.7	100.0	100.0
Mission Readiness	72.8	88.3	87.5	93.3	100.0

Table 4-12

Percentage of Married Respondents Who Expressed Indicated Levels of Satisfaction and Had Corresponding Perceptions of Positive Organization Outcomes/Mission Readiness

Home Port Satisfaction Levels *and* Perceived Levels of Organizational Outcomes (Married, 0-5 Years of Service)					
Satisfaction/ Outcome	Not at All	Very Little	Some	Quite a Bit	A Great Deal
Morale	75.0	70.0	88.2	87.5	100.0
Cohesion	75.0	84.2	82.3	62.5	0.0
Job Satisfaction	87.5	90.0	88.2	87.5	100.0
Organization Commitment	75.0	85.0	88.2	87.5	100.0
Work Stress Reduction	50.0	85.0	88.2	75.0	0.0
Wellness	50.0	60.0	82.3	87.5	100.0
Good Order and Discipline	62.5	70.0	82.4	75.0	0.0
Mission Readiness	62.5	95.0	88.2	71.4	100.0

Comparing single and married Sailors with 0-5 years of service, it is clear that the relationship between MWR satisfaction levels and corresponding positive organizational outcomes is stronger for single Sailors in the higher and more meaningful satisfaction categories. Over 80 percent of the single and married Sailors who responded in satisfaction categories (2), (3), and (4) expressed corresponding outcomes. Despite there being only 16 single and 9 married respondents in categories (4) and (5), the researcher explored the

percentages having those satisfaction categories and expressing corresponding positive outcomes, finding them higher for single Sailors. Satisfaction category (3) was the only instance when a higher percentage of married Sailors had "some" satisfaction and expressed corresponding outcome levels for each specific outcome.

5. Relationship of Perceptions of Leadership's Commitment to MWR with Overall MWR Satisfaction/Participation

Table 4-13 below was derived from the cross-tabulations of perceptions of shipboard leadership's commitment to MWR programs and Sailors' overall satisfaction level with managed recreation. The table displays the percentage of respondents who indicated that leadership was "Extremely Negative"(1) and who had very low satisfaction ("Not at All Satisfied" or "Mostly Dissatisfied") with MWR; "Moderately Negative"(2) and had moderately low satisfaction ("Not at All Satisfied" to "Mixed") toward MWR; "Neither Positive or Negative"(3) and had medium satisfaction ("Mostly Dissatisfied" to "Mostly Satisfied") with MWR; "Moderately Positive" (4) and had moderately high satisfaction ("Mixed" to "Extremely Satisfied") with MWR; *and* "Extremely Positive" (5) and had very high satisfaction ("Mostly Satisfied" to "Extremely Satisfied") with MWR.

Similarly, Table 4-13 was derived from the cross-tabulations of leadership perceptions and overall participation frequencies (question 8). The table shows the percentage of respondents who responded in accordance with the following guidelines: "Extremely Negative" leadership and participated "Never" to "1-2 times" per week; "Moderately Negative" leadership and participated "Never" to "3-4 times" per week; "Neither Positive or Negative" leadership and participated 1-6 times per week; "Moderately

Positive" leadership and participated greater than 3 times per week; and "Extremely Positive" leadership and participated greater than 5 times per week.

Table 4-13

Percentages of Respondents Who Perceived Indicated Levels of Leadership Commitment and Who Expressed Corresponding Overall Satisfaction and Participation Levels

Leadership Commitment to MWR *and* Overall Satisfaction/Participation Levels					
Leadership Commitment/ Outcome Variable	(1) Extremely Negative/ Very Low Sat/Part	(2) Moderately Negative/ Moderately Low Sat/Part	(3) Neither Positive or Negative/ Medium Sat/Part	(4) Moderately Positive/ Moderately High Sat/Part	(5) Extremely Positive/ Very High Sat/Part
Overall Satisfaction	72.7	86.2	92.3	91.2	72.5
Overall Participation	100.0	96.6	66.7	31.9	10.0

After exploring the relationship between perceptions of shipboard leadership's commitment to MWR and overall satisfaction levels with MWR, it is apparent that leadership has a positive impact on MWR satisfaction. 209 of the 249 total respondents fell into scale categories (3), (4), and (5), indicating that Sailors saw above average leadership commitment to MWR programs. The 198 respondents in leadership categories (2), (3), and (4) most clearly supported the premise that leadership's MWR commitment is related to Sailors' overall satisfaction levels. 86.2, 92.3, and 91.2 percent of the respondents in those leadership categories exhibited corresponding perceptions of overall satisfaction. This indicates that probable relationships exist between positive leadership commitment and high

MWR satisfaction levels *and* negative leadership commitment and low MWR satisfaction levels.

Examining the relationship between leadership perceptions and overall participation levels, the researcher determined that positive leadership commitment has very little impact on the frequency of MWR participation. While 209 of the 249 respondents fell into leadership categories (3), (4), and (5), Sailors' perceptions of leadership's contribution to MWR were best supported with corresponding participation levels in leadership categories (1), (2), and (3). Accordingly, these categories supported the premise that negative perceptions of leadership's MWR commitment are related to corresponding participation levels; 100.0, 96.6, and 66.7 percent of the respondents in those categories expressed corresponding perceptions of overall participation. This indicates that a probable relationship exists between negative leadership commitment and low participation levels in MWR.

6. Limitations in Data Analysis and Collection

The researcher experienced several limitations and obstacles as the field questionnaire was drafted and the field research was carried out. Referring to the questionnaire, it became apparent that the survey was too long and targeted too many relationships. More specifically, in sections C, D, and E on home port, underway, and visiting port activities respectively, the scales on "how regularly do you participate. . ." should have be written in a more recognizable Likert-scale format. As it was, respondents in the "Don't Participate, Don't Want To," "Would Like to Participate," and "Not

Applicable" categories were combined into one category, "Never" participate, for the data analysis. This resulted in a 3-point Likert scale for the activity participation variable.

Furthermore, the impact of participation was difficult to measure in the cross-tabulation analysis due to the large numbers of respondents in the "don't participate" and "not applicable categories" under the specific activities. To control this tendency, the researcher chose a representative sample of the more frequently accessed MWR programs in each of the home port, underway, and visiting port categories for the data analysis.

While onboard the ships for the field study, the researcher could have ensured improved response rates if he had had tighter control over the internal distribution and return of the questionnaires. Many respondents did not fill out the questionnaire completely, indicating that Sailors' could have been given better instructions and incentives for filling out the survey by shipboard leadership. The shipboard MWR Officers were tasked with this process while the researcher conducted a series of structured interviews. The ships were allowed approximately four days to complete the questionnaires, but several units did not meet that contingency and sent their completed questionnaires through the mail days later.

D. PERCEPTIONS OF LEADERSHIP FROM STRUCTURED INTERVIEWS

1. Ship Number 1

a. Organizational Outcomes Striving to Achieve

The Commanding Officer (CO) and Executive Officer (XO) were both firm in their leadership commitment to managed MWR programming. Both leaders perceived

that MWR activities provide balance and a well-rounded day-to-day life for shipboard Sailors. They believed the wellness outcome is a result of this balance and relates to the physical and mental fitness for duty of each crew member. The Command Master Chief (CMC) felt strongly about MWR's positive impact on job satisfaction, morale, and work stress reduction, particularly when the ship is underway. He emphasized the significance of MWR to family satisfaction, which ultimately builds morale and job satisfaction into crew members. The Recreational Services Officer's (RSO) program leadership is very compatible with the visions of the top officer and enlisted leaders. The RSO perceived that wellness, job satisfaction, and morale are the most visible outcomes, noting the MWR plays a major role in increased goal and standards achievement.

At the Department Head (DH) level, most officers perceived the largest impacts are on morale, cohesion, wellness, and work stress reduction. However, the Combat Systems Officer (CSO) specifically addressed the positive impacts of the MWR programs on those outcomes as well as job satisfaction, organizational commitment, and good order and discipline. He sees a long-term relationship of better fitness (wellness) *to* better lifestyle *to* a happier and more prepared crew. The CSO said that crew morale is increased because each individual has the opportunity to better himself and experience things he has never seen before, such as cultural items overseas. Looking at job satisfaction, he noted that Sailors will become more focused on the job when they have something different to do as an outlet to "blow off steam." In the wellness area, he said the opportunity to "work out" is essential in achieving stress reduction, keeping crew members' attitudes on an even keel, breaking up seemingly unending working hours, and making it

easier for Sailors' to endure the working environment. Although managed MWR does not directly impact good order and discipline, it was felt that well-managed MWR onboard contribute to organization commitment, commitment associated with higher morale, and morale related to enhanced good order and discipline [e.g., few non-judicial punishment (NJP) cases or other disciplinary incidents].

b. Methods to Evaluate Planning / Execution of Quality Programs

The CO and XO agreed that the Command Assessment Team's review in 1995 had provided the best measured feedback on the onboard MWR programs and could easily be tailored to the command. Both leaders noted the significance of reflecting the viewpoints of the crew and said that E-5 and below Captain's Calls are periodically held at the divisional level. The CO uses the meetings for direct feedback, but also uses them as a forum for educating the crew on the limits and boundaries of programming. The RSO stressed the importance of the Committee meetings and minutes in fully informing the MWR Council of the crew's cross-section of recreation desires. Through these processes, the Council is best facilitated to conduct "make sense calls" on the Committee's recommendations. Other qualitative measurement methods indicated by DHs included "CO's Suggestion Box" feedback, the "Division in the Spotlight Program," and the Physical Readiness Test (PRT).

c. Diversity of Programs / Satisfaction of Crew's Desires

The RSO emphasized the diversity of programs and facilities that are offered onboard, including the forward and aft weight rooms, various base-supported programs such as the Captain's Cup, intramural sports teams (high profile activities onboard), the

discount coupon programs, ship's parties, at-sea pizza and entertainment nights, aerobics programs during deployment, "Dockside Dash" runs in various ports, and the tours program in foreign ports.

Despite the extent of managed activities offered, the RSO and CSO clearly perceived that the ship's breadth of programs is not satisfactorily meeting the crew's desires. However, each officer had a differing explanation for this challenge. The RSO perceived that 40 to 50 percent of the crew really does not understand what is out there for them. For example, he estimated that only 10 percent of the crew utilize the discount coupon program. Then, when the discount program had to be discontinued due to low funds, most of the crew was openly dissatisfied and critical. Because he said only about 30 percent of the crew is satisfied with MWR, he emphasized that the crew needs to be educated on the breadth and limits associated with MWR (CO addressed this issue earlier). He also stressed that the MWR Committee must get better about identifying the needs and facilitating the understanding of the single Sailor. He acknowledged that most married Sailors already are aware of the majority of MWR benefits.

d. Roles of Shipboard Leadership in Managed MWR Outcomes

The CO, XO, and CMC perceived that the ship does everything in its power to meet the crew's diverse MWR needs. The CO indicated that the MWR Officer, Chief Petty Officers' (CPO) Mess, and First Class Petty Officers' Mess are heavily involved in planning and organizing MWR functions. However, he admitted that this strong leadership is centered around 10 to 12 truly dedicated personnel. The XO credited Admiral Boorda, the late Chief of Naval Operations, for opening the door and supporting fleet leaders in

delivering mission essential MWR programs more effectively to the deckplate level. The XO felt that the MWR leadership has a direct impact on mission readiness, but said that leaders could have little impact on retention through MWR. He perceived that retention is driven by Sailors' liking the job itself, dignity and respect issues, and job security. The CSO noted that there is very strong leadership through active participation, particularly through the Captain's Cup competition and other shipboard athletic tournaments. He noted that although a Senior Chief Petty Officer is in charge of the Captain's Cup, the CPO Mess as a group could stand to get more involved.

The XO also discussed the impact of the "Command Guidance and Principles" on MWR program delivery. These principles have motivated such initiatives as the Command Fitness Program and the ship's fitness facilities. The CMC identified another command-driven program, the "Division in the Spotlight," as providing a forum for open and frank discussion of key MWR issues at the E-6/E-7 *and* E-5 and below levels.

e. Vertical Communication / Integration of MWR Programs Within the Chain of Command

All shipboard leaders interviewed felt strongly that the chain of command works very well from the top down in supporting managed MWR programs. The CO perceived that the return on investment is very high. Leadership identified that bottom-up feedback systems often are held up because crew members are not educated properly on program benefits. From the top down, the RSO perceived that the majority of hierarchical levels have the same objectives and generally support the managed MWR activities. He

said the greatest obstacles are some of the regulations, audits, and excessive paper trail, produced by such items as purchase orders.

f. Negative Organizational Outcomes

None were specifically discussed.

g. Perceptions of Overall Satisfaction Level of the Crew

All levels of shipboard leadership interviewed perceived that Sailors are generally satisfied with the diversity, quality, and intangible returns on investment of managed MWR programming. However, the CSO emphasized that the MWR Program needed to have more formalization, funding, communication, and marketing throughout the crew.

2. Ship Number 2

a. Organization Outcomes Striving to Achieve

Although the Commanding Officer had recently taken command and was very general in regard to positive outcomes, he was, nevertheless, very pleased with the status quo and saw no need for course changes in the future. He perceived that relief from day-to-day stress is the principal short-term positive outcome and, long-term, he stressed maintaining the currently strong impact of onboard programming. The RSO was more specific, stating that his principal objective is to get programs to the point where they support every Sailor. In order to accomplish this, he said a proven monitoring system must be maintained to meet all crew expectations; the committee must continue to represent a wide dispersion of MWR interests among the crew (far more than just the Christmas party and cruise book); the command must ensure that the MWR Committee and Council

continue to collaborate and function properly; and the ship must continue to reach out with innovative activities that will increase participation rates.

One DH agreed with the CO that the most important short-term benefit of managed MWR is reduction of high stress associated with operations tempo. Over the long-haul, this DH perceived a more well-rounded sailor, one who actively pursues wellness programs as stress management and lifestyle change vehicles. A second DH recognized the wellness outcome, praising the ship's comprehensive fitness systems and gear for motivating extensive crew involvement. A third DH perceived that the stronger managed MWR programs have been motivated by the recent CNO "Quality of Life" initiatives, and have markedly increased morale, cohesion, job satisfaction and organizational commitment.

The RSO emphasized the positive impacts of increases in "Quality of Life" initiatives like managed MWR on the Sailor's organizational commitment, stress reduction, morale, and cohesion. He noted that disciplinary rates (CO's non-judicial punishment) have become significantly lower as the ship improves its managed MWR delivery. He also emphasized that the ship is a "trend-setter" in "Quality of Life" and fitness program delivery on the waterfront, noting that the Secretary of Defense visited the ship recently to use the command's fitness programs as a prototype for the many potential positive outcomes resulting from DoD's renewed emphasis in this area.

b. Methods to Evaluate Planning / Execution of Quality Programs

This ship also maximizes its use of feedback drawn from the bi-weekly MWR Committee and monthly MWR Council meetings. The CO indicated that the feedback is timely, viable, abundant, and reasonable in addressing the welfare of the crew.

He noted that he has complete confidence in the RSO to purchase and provide what the crew needs and wants. He also actively solicits informal feedback from the crew and conveys their likes and dislikes to the MWR organization. He perceives that the crew is generally pleased, noting that he receives few MWR-related questions at CO's Calls. All DHs interviewed agreed that, although no specific quantification methods are used, the bi-weekly Committee meetings provide an effective two-way feedback system, robust adoption of crew recommendations, and constructive denial if an idea does not meet the command's mission. One DH noted that the Committee uses past experience as a gauge for future adaptation to crew attitudes.

c. Diversity of Programs / Satisfaction of Crew's Desires

The RSO discussed the wide variety and balance of programs onboard, including a satellite TV system, outstanding quality and quantity of weights and fitness equipment, picnics, fishing trips, bingo and movie nights, various intramural and interdepartment athletic events, and an extensive tours program in visiting ports.

The majority of shipboard leadership perceived that the crew's desires are well-represented within the regulations and cost constraints. Each DH indicated that the MWR Committee representatives actively pursue significant crew input and that the divisional representatives drive the programs with a strong support system provided through the First Class Mess. Assessing the aggregate impact of MWR programs, the CO indicated that the ship provides sufficient diversity of activities and has become especially attuned to educational resources. However, he would like to see more rapid expansion of Learning Resource Centers among fleet units.

The RSO said that, for the future, the MWR Committee needs to look at better representation of managed activities on deployment and better advertisement of on-site activities. This will require better networking of divisional MWR representatives with their shipmates.

d. Roles of Shipboard Leadership in Managed MWR Outcomes

The CO accentuated the impact of the RSO on extremely effective planning and execution of MWR initiatives. With an excellent supporting structure, the CO sees himself as an active overseer, maintaining a broad concern for the crew's feedback and recreation needs. He periodically sets up a site television time while underway, so that Sailors can interface directly with him regarding MWR issues. All DHs generally perceived that shipboard leadership acts as a "check-sum" and balancing force to properly break down and perform a reality check on the crew's desires and wants. They noted that the MWR Council establishes guidelines and ensures the integrity of the crew's inputs. They also indicated the important, active objective of the MWR Committee to appoint the "right" divisional representatives such that the committee motivates a good cross-section of crew participation. For instance, one DH was concerned that the crew does not do enough to take advantage of the direction provided by leadership. The RSO perceived the CO's role as absolutely critical because, if he is "involved" and "participates," he can make the difference in the positive organizational outcomes achieved by the programming.

e. Vertical Communication / Integration of MWR Programs Within Chain of Command

Overall, shipboard leaders felt that there is strong support for managed MWR from all levels of the ship's leadership and management. The top-down information flow is particularly effective, because the CO makes considerable effort to directly communicate with the crew and recreation officers in various circumstances. With the strength of support from the Division Officers and Chief Petty Officers' (CPO) Mess, he said he has not observed an instance where one of his Sailors did not take advantage of at least one MWR initiative. He stressed the accountability of the MWR Council in ensuring that this happens.

The DHs offered various perceptions on the effectiveness of the chain of command. Although the majority agreed that the chain of command functioned well through the CO's aggressive leadership, several felt that, unlike the CO, there are occasional breakdowns at the CPO and Division Officer level. One DH attributed these gaps to the historical lack of representation of Chief Petty Officers and Division Officers on the MWR Council. However, overall, they believed that shipboard leaders have created a cohesive MWR environment characterized by heavy khaki involvement, particularly in tours and official athletic events.

f. Negative Organizational Outcomes

None were noted.

g. Perceptions of Overall Satisfaction Level of the Crew

Most of the ship's leaders were very satisfied with the delivery of managed MWR, although some still expressed concern about the occasional gaps in the chain of command. This is a possible explanation for Sailors not understanding what is what among

MWR activities, the large percentage of Sailors who do not participate, and continued funding support constraints. One DH emphasized that bottom-up communications would be enriched if crew members receive better initial orientation to managed recreation opportunities. Another DH perceived that MWR inspections create a negative impact, noting that the ship needs more ideas, not inspections. Furthermore, a third DH stressed that Fleet Recreation Coordinators have neutralized the traditional advantages of the shore establishment's MWR programming and have raised programming among San Diego-based ships to a new level of quality conformity.

3. Ship Number 3

a. Organizational Outcomes Striving to Achieve

The majority of the leaders interviewed on this ship perceived crew morale, cohesion and wellness as the principal positive outcomes from their MWR programs. The XO, also speaking on behalf of the CO, felt that the physical fitness programs onboard had the greatest impact on positive outcomes. He said that the shipboard gym coupled with considerable support from the fleet recreation shore structure are successfully satisfying these objectives. The CMC emphasized that MWR has a very positive impact on the command climate, reducing stress and making life onboard a little easier. He perceived a direct correlation between MWR and morale and cohesion, but sees only an indirect relationship with job satisfaction and organizational commitment, stressing that other outcomes have to be achieved before those social indicators could be influenced.

Several Department Heads emphasized the impact of MWR on creating more satisfied Sailors to support mission readiness objectives. One DH said that MWR is

most significant outside of home port. Overseas, the tours programs receive the highest participation rates. During underway time, he said activities like "Steel Beach Picnics," pizza nights, and golf ball driving contests are particularly effective in influencing these positive outcomes. He added that morale, stress reduction, and physical and mental fitness carry the greatest weight as outcomes. Stress reduction and wellness are directly related to the onboard workout facilities and designated jogging areas.

The RSO identified morale, cohesion, and wellness as the principal positive outcomes of his MWR programs. Through his efforts to increase activity options, crew members have had more opportunities to get away from everything and constructively relieve their stressors. He felt unit morale and group cohesion were strongly enhanced by activities such as a recent Mardi Gras Party, which gave sailors a unique opportunity to be part of the ship while laughing together off the ship. He said wellness is enhanced by promoting the theory of playing together, sweating together, and winning together. This also positively influences the camaraderie of the crew members and makes them better prepared for their jobs.

b. Methods to Evaluate Planning / Execution of Quality Programs

The XO indicated that there are no rigorous methods employed to attain measurable results, except for the Physical Readiness Test (PRT), but the majority of the leaders interviewed stressed the importance of keeping ears to the deckplates. One DH noted that there are not enough senior personnel in touch with the people and that the ship needs to do a better job of "hearing the cries of the minions." However, although crew feedback is considered absolutely essential, ensuring the maintenance of a consistently

strong MWR Committee and Council is considered equally important. Another DH commented that MWR Committee representation and command support are generally excellent.

c. Diversity of Programs / Satisfaction of Crew's Desires

The RSO noted that he places his strongest efforts into diversifying at-sea programs and tours programs in visiting ports. Some of the managed activities and services offered include considerable fitness equipment, "Fun Runs," Bingo Night, Basketball Night, Pizza Night, Movie Night, Skeet Shooting Competitions, Dart Tournaments, and Putting Tournaments. The XO said he has high confidence that MWR programs mirror the crew's desires, noting that the divisional representatives are empowered to do most of the "staff work" in identifying and developing program recommendations. One Department Head added that the MWR Committee is active and involved, meeting weekly, feeding recommendations to a responsive Council, and filtering down feedback so that Sailors know leadership is supporting their program ideas and decisions. Even though most leaders interviewed perceived that MWR Committee decisions are quite representative of the crew's desires, several Department Heads were concerned that the word does not get down to the deckplate level consistently enough. One DH noted that programs need to be available to everyone, and sometimes the Committee does not see that.

d. Roles of Shipboard Leadership in Managed MWR Outcomes

The majority of the ship's leadership identified their principal roles as providing support and "logic checks" for the recommendations made by the MWR Committee. The XO said it is important to foster initiative by saying "YES" wherever it is

proper to do so. Although there is a natural temptation to tailor activities to meet personal desires, styles, and visions, he emphasized that the Council should support the MWR Committee if the desired program is allowed by instruction and fits the command climate and operating schedule. Even so, he said it is incumbent on the Council to pass suggestions to the Committee as constructive instruction and a discernable means of quality assurance. Several indicated that while the decision making network is frequently a long process, it often has to be so Sailors would eventually be provided with accurate information and programs that appropriately fit time and schedule factors. They noted that steering the Committee in the right direction involves quality assurance processes, examination of financial aspects, and sensitivity to the crew members' perceptions. One DH summed up leadership's role, saying that information should always be kept free-flowing and, if programs are not approved, that adequate explanations get down to the Sailors. This is the area where Sailors frequently have misconceptions of the MWR Committee and Council's motives. The CMC saw leadership's role as controlling the process, not driving it.

e. Vertical Communication / Integration of MWR Programs Within the Chain of Command

All of the leadership interviewed perceived that there is good support for MWR programs from each level of leadership and management down through the First Class Mess. The majority believed that the top-down chain of command works reasonably well in educating the crew on MWR opportunities. This is accomplished through daily orders at Officer's Call, Plan-of-the-Day announcements, and dissemination of the MWR minutes to eliminate potential scuttlebutt. The XO said that the bottom-up communication

in the chain of command is effective, noting the information largely comes through unfiltered in the chain from representative to Committee to Council. The XO also noted that the RSO markets his efforts effectively to the enlisted population and key stakeholders within the MWR Council and upper chain of command, primarily through detailed and frequent minutes and wide dissemination of programming information among the crew.

Despite the abundance of positive perceptions among shipboard leaders, the RSO sees some clear obstacles with the MWR Committee organization itself. The prime challenge for him is getting reliable and consistent support from all departments and divisions, particularly the Engineering and Supply departments. "There is only so much we can do without their support," he emphasizes.

f. Negative Organizational Outcomes

Several issues were addressed by the CMC and one DH in regard to potentially negative organization outcomes from MWR. The CMC stressed that managed MWR activities must cater more effectively to the single Sailor and provide better transportation opportunities for Sailors. Without these focuses, the ship will not achieve program uniformity across the ship's rank structure and various other demographic groups. Secondly, a DH identified the oversensitivity of the crew to what MWR does not do, and the frequent impact of operational schedule changes on MWR programming schedules, as principal obstacles to achieving desired positive outcomes.

g. Perception of Overall Satisfaction Level of the Crew

The majority of shipboard leaders perceived that the crew is reasonably satisfied with the diversity and delivery of managed MWR programs onboard. The RSO

said MWR participation rates are getting better, but are still hampered by poor overall morale driven by the ship's demanding and time-constrained schedule. However, he noted that, for personnel who want to participate, morale is definitely on the upswing. One DH said that crew members seem particularly satisfied with the tours program in visiting ports, onboard workout facilities, the ticket rebate program, and the recent ship's Mardi Gras Party.

Another DH underscored the challenges created by the crew's misunderstanding of the regulations and funding processes that characterize and set boundaries for MWR program. He said Sailors are often frustrated with the perceived "bureaucracy" and do not understand the audit trails that are still a reality in the administration of MWR.

The XO addressed his dissatisfaction with the breadth of the ship's physical fitness facilities and programs, and said their effectiveness is heavily constrained by insufficient outside funding support of mission essential programs. He said his feelings are representative of much of the crew in this area. (He is aware of the augmentations in funding for fleet fitness equipment slated for fiscal year 1997.) He emphasized that the ship has made it a mandatory objective to have a first-rate space to serve the crew's fitness needs.

4. Ship Number 4

a. Organizational Outcomes Striving to Achieve

The perceptions on positive organizational outcomes presented by the ship's leadership reflect a balanced focus on fitness, athletic, and other recreation initiatives. Ships

1 and 2 are extremely effective in the delivery of athletics and fitness programs, but have limited successes with other recreation and entertainment initiatives. The CO, CMC, and RSO underscored the views held in a more generalized sense by other shipboard leaders. The CO credited MWR with providing essential diversion for his crew during a deployment that fell short of expectations. He noted that the RSO and recreation representatives made sure something was going on daily to allow Sailors to unwind and relax. He considered these opportunities essential to their job performance and mission readiness support. The CO is a great proponent of athletics and fitness and feels that MWR activities directly relate to perceived wellness of his Sailors. He also indicated that programming results in constructive handling of stress, which indirectly related to a low rate of disciplinary actions during the last deployment.

The CMC emphasized the impact of MWR programming on stress reduction and cohesion, particularly in the deployment environment. He noted the strength of the gym and fitness equipment, spread throughout the ship, in providing relief from an up-tempo working environment and creating enhanced wellness. During a recent deployment in which the ship had nearly every scheduled port visit canceled, the CO and RSO did every thing in their power to get everyone actively involved in some managed recreation activity. For many, that activity was forming a group of six to eight shipmates and carrying out a fitness regimen. For others, that activity was the weekly "Steel Beach Picnic" or a Command T-Shirt Day. The full spectrum of activities developed and tailored to an arduous deployment were successful in increasing perceived crew cohesion under very difficult operational circumstances. The CMC credited the managed MWR programs with

"saving the deployment," because they were essential to stress reduction, relaxation, and diversity of opportunities in the nonwork domain that made the job less tedious.

The RSO emphasized that his objectives are to keep the Sailors happy, particularly on an uninspiring deployment; make activities available and applicable to the entire crew; solicit 100 percent participation of divisional representatives in programming decisions; and augment the productivity of Sailors.

b. Methods to Evaluate Planning / Execution of Quality Programs

The CO, XO, and CMC credited the RSO's imagination as the intangible element that ensures the high quality of the ship's MWR programs. The XO noted that the RSO is adept at finding out everything available in a given port well in advance of the ship's arrival, and is good about asking for and tracking crew desires. The CO and XO agreed that the other important evaluation methods are the perceived quality and diversity of programming, the number of participants and their frequency of participation, and that everyone gets involved in at least one activity. The integrity of programming is maintained through such methods as calendars, Plan-of-the-Day announcements, discount coupon programs, parties at local attractions, and, above all, allowing Sailors to determine the programs that they will benefit from. The CMC felt that the most direct impact is on the stress reduction outcome, because MWR allows crew members to constructively "blow off steam." He perceives underway programs as particularly vital in allowing Sailors to "get their heads back on straight."

c. Diversity of Programs / Satisfaction of Crew's Desires

The ship's RSO identified a wide spectrum of home port, underway, and visiting port activities, but chose to emphasize the underway activities because the ship recently had returned from a deployment where it was almost completely at-sea. He identified key onboard activities as basketball and volleyball leagues (also carried out while underway), Bingo tournaments, "Steel Beach" picnics, a Swim Call, fishing trips on the "Rib" boat, trawling competitions off the fantail, boxing and wrestling smokers, complementary helicopter flights, crossing the line ceremonies, and skeet shooting competitions. The RSO noted that the boxing and wrestling smokers were especially effective in gaining considerable crew participation, including spectators.

Shipboard leaders all agreed that the ship's managed MWR programs were very representative of the crew's desires, particularly during the recently-completed deployment. The CO attributed much of this success to the bi-weekly MWR Committee meetings that aggressively keep up with ideas presented by the "troops." The CMC emphasized that every idea presented to the Committee is worked with, and said that the majority of ideas placed into action during the deployment came from the deckplate level. He further stated that there was a good cross-mix of activities that encouraged cooperative efforts up and down the chain of command, such as the "XO Head Shaving Contest."

d. Roles of Shipboard Leadership in Managed MWR Outcomes

The CO and XO both emphasized that their attitudes and commitment toward MWR programming are "the lynchpins" of program and organizational success. They stressed their recognition of the benefits of integrating work and recreation and the

criticality of "khaki" involvement and visibility. They noted that leadership should not induce an environment that motivates crew members to win and/or play every event; rather, they should function as a committed command support mechanism for building up enthusiasm among their Sailors..

e. Vertical Communication / Integration of MWR Programs Within the Chain of Command

Leadership generally perceived that they give considerable support to MWR initiatives, saying that crew members enjoy the programs most for their depth of opportunities. The XO indicated that he and the CO actively support, promote, participate, and/or attend all the major managed recreation events. The RSO identified the particularly strong support from the Supply Department, led by the Chief Mess Specialist, but said programming effectiveness is occasionally hampered by lack of forward thinking within the CPO Mess. Overall, the XO said the top-down functioning of the chain of command is generally fluid, particularly as a result of active support by Department Heads and Division Officers.

f. Negative Organizational Outcomes

The CO, XO, and CMC each identified constrained dollars and lack of ample appropriated fund resources as potentially limiting to positive organizational outcomes. The XO, RSO, and CMC also identified the occasional overextension of programming, particularly during the deployment, because the CO and MWR Committee felt the urgency of providing maximum programming alternatives. The XO noted that certain activities

resulted in too many injuries, but the overriding concern was that planning too many activities created promises from leadership that could not be kept.

g. Perceptions of Overall Satisfaction Level of the Crew

The CO and XO perceived a high level of crew and Chief Petty Officer involvement and satisfaction with MWR. The RSO recognized the importance of knowing the crew, being approachable and critical when needed, continually taking feedback from the crew, and recognizing the dignity of personnel so that they know you appreciate them. He said that the identification of enthusiastic divisional committee representatives is essential in sustaining the respect and commitment of each individual division.

5. Ship Number 5

NOTE: The researcher only was able to interview the ship's Recreational Services Officer, due to an intervening ship's operational commitment.

a. Organizational Outcomes Striving to Achieve

The ship's RSO clearly perceived that wellness (physical and mental fitness) is the most prominent organizational outcome of managed MWR programming. He said the new Commanding Officer has placed a renewed emphasis on the crew's fitness programs and participation in various base and shipboard athletic programs. In home port, he noted the programs are not as constricted because of the support provided by the Naval Station and the Fleet Recreation Coordinator. He emphasized that MWR programming is driven heavily toward physical fitness-related initiatives, including sponsorship of various athletic teams, organized distance "Runs," and encourages the implementation of other activities as the crew desires. While deployed or underway, he emphasized the mental

aspects of fitness and the impact of appropriate organization programming on breaking the monotonies of shipboard working life and getting everyone involved in something healthy. In visiting ports, he said the command looks to provide alternatives to more unconstructive activities ("bar-hopping," alcohol consumption, etc.). These options include tours, community relations projects, and athletic events with host countries.

b. Methods to Evaluate Planning / Execution of Quality Programs

The RSO identified the MWR feedback questionnaires as the most effective means the ship employs to measure the effectiveness of MWR and the extent of modifications needed in MWR programming. He also addressed the positive impacts of frequent and representative MWR Committee and Council minutes and their enumeration of recommendations and decisions on programs that the crew desires. He stressed the absolute importance of "giving your people's ideas support" and explaining exactly why certain ideas cannot be executed.

c. Diversity of Programs / Satisfaction of Crew's Desires

The RSO was satisfied with the breadth of MWR programs onboard, indicating that the ship is currently loaded out with quality fitness and recreation facilities and programs. He said the ticket rebate program is particularly successful and achieves consistently high participation rates.

d. Roles of Shipboard Leadership in Managed MWR Outcomes

The RSO emphasized that it is incumbent upon shipboard leadership to push constructive activities that discourage Sailors from alcohol consumption and other potentially nonconstructive behaviors. In home port and visiting ports, he said MWR must

create opportunities and alternatives, so that crew members do not spend the majority of their free time "staring at the walls" inside various bars and night clubs. He noted that it is essential to channel MWR planning and resource distribution to a wide diversity of activities representing Sailors' needs. He said that shipboard leaders, including himself, frequently feel quite constrained by insufficient dollars, manpower-support inconsistencies, and feedback that only comes from certain vested and participative crew members.

6. Ship Number 6

a. Organizational Outcomes Striving to Achieve

The Commanding Officer and Executive Officer agreed that the mental and physical wellness of Sailors are extremely important outcomes of the ship's MWR programs, and that supporting managed programs give crew members maximum opportunity to expand their minds and bodies. They also emphasized that MWR is an important builder of morale and job satisfaction. From a short-term perspective, the CO felt that MWR gives his crew stress relief and peace of mind through the ability to interject activities that temporarily block off the rigors of the day-to-day working environment.

The majority of Department Heads indicated that the ship's programs definitely boost morale and cohesion, stressing that the more team / group programs that are implemented, the closer the crew becomes. Several noted that job satisfaction, organizational commitment, and wellness are significantly enhanced because 1) sailors are given 90 minutes during the work day to conduct managed fitness and athletic activities; and 2) the ship has the most organized and balanced sports program of any ship they know of a similar class. In addition, one Department Head commented on the major positive

impact of MWR programs during Surface Warfare Training Weeks and in reducing liberty incidents (good order and discipline issue) in visiting ports. During "Sweat Weeks," he noted that the ship is continually among the one or two top ships on the waterfront, and perceived that this is reflective of the MWR programs' impact on mission readiness.

The Recreational Services Officer underscored the cumulative importance of managed MWR activities, saying that they create cohesion -- one team and one unit. He emphasized the unswerving top-down support given to managed fitness initiatives and leadership's obvious priority to integrate fitness into the daily work schedule. This is particularly significant in light of Kirchmeyer's 1995 study on integration of the work and nonwork boundaries.

b. Methods to Evaluate Planning / Execution of Quality Programs

The majority of shipboard leadership agreed that the ship successfully implements formal and informal measurement processes. They emphasized the criticality of informal feedback processes, an "open door policy," and the "approachability to leadership" for the crew that promotes a participative, democratic command environment. The command informally assesses program impact through crew members' verbal satisfaction and participation levels. The CO discussed the informal Quality Assurance (QA) system he uses, including periodic fitness equipment inspections and daily estimations of the numbers of Sailors using the 1100 to 1230 designated workout time constructively. Assessing formal systems, the command leadership believed that the MWR Committee, MWR Council, Semi-Annual Audits, CO's Suggestion Box, and Command Assessment Team

(CAT) feedback provide very strong support and direction for the ship's managed programs.

c. Diversity of Programs / Satisfaction of Crew's Desires

The Recreation Services Officer indicated that the ship offers a wide spectrum of managed MWR programs, particularly in the athletics and fitness categories, and activities that meet nearly everyone's desires. He emphasized that activities are selected and funded primarily by empowering the crew with input and feedback authority; this process begins at the outset of a Sailor's tour onboard with "Indoctrination Division." Each leader interviewed said that, overall, the variety of managed activities offered are very representative of the crew's desires and, when they are not, that program administrators provide rapid response and quality action. Leadership generally perceived that Sailors' themselves often create obstacles in delivery processes by 1) not registering their complaints with the right people (i.e., the MWR Committee or attendant divisional representatives) and 2) not being pro-active in organizing activities. One Department Head noted that the vocal people generally get what they want, making it critical for more Sailors to actively express interest in planning or doing something. He thought that the command should develop an informal survey to track crew members' recreation needs and desires. The Recreation Officer was aware of his challenge in balancing the needs of married and single Sailors.

d. Roles of Shipboard Leadership in Managed MWR Outcomes

All levels of leadership interviewed emphasized that leadership has distinct responsibility and accountability for driving MWR processes from the top down. The XO stressed that the CO, XO, and CMC must collectively take a strong, visible lead or the

programs will die off rapidly. The CO indicated that he has a very physically fit Command Master Chief and an athletically-inclined Wardroom, all of whom serve as positive examples for the entire crew. Several Department Heads admitted that the ship's good fitness facilities are important, but noted that the interaction between Department Heads and Division Officers on program delivery have a much greater impact on the crew. He said that "we" (DHs) need to show the "Divos" that they can still have fun, which should translate well to their divisional personnel. Another DH said leadership plays a strong, direct support role in managed MWR successes, indicating that "khaki" participation and attendance in CO Runs, Wardroom teams, and Chief Petty Officer and Sailor teams are absolutely essential.

The RSO said that his greatest obstacle is getting consistent support from the "CPO Mess," particularly in the fitness arena, particularly when some Chiefs feel that more important professional evolutions are going on. He noted that this challenge exists, even though the CMC and Command Fitness Coordinator (CFC) provide excellent leadership by example. He also noted that the junior officers' participation and enthusiasm have a distinct impact on the ship's managed MWR successes.

e. Vertical Communication / Integration of MWR Programs Within the Chain of Command

The majority of shipboard leadership perceived that top-down communication is generally effective, but that there are gaps in the bottom-up feedback loop. The XO emphasized that the ship has traditionally had very strong support from all levels of the chain of command in sports, fitness, and recreation program delivery. He

identified the "active" First Class Petty Officer leadership as the key communications link onboard. Even so, he said the ship has a continuing challenge in minimizing emerging gaps in feedback at different levels.

The CO perceived that he has a very streamlined top-down process in place that is driven by effective MWR committee meetings and minutes and broad and representative MWR Council recommendations and decisions. The RSO recognizes the importance of continual information flow, holding monthly MWR Committee meetings and rapidly routing minutes through the DHs, XO, and CO before a full review by the MWR Council. He noted the impact of "lobby groups," those who really want to say something, on some bias in program delivery, because the quiet Sailor is often not heard.

Several DHs identified similar obstacles that MWR has to transcend. One DH indicated that the top-down information flow is satisfactory, but that there frequently is a disturbing gap at the Chief Petty Officer level. A second DH noted that top-down communication normally is effective, particularly through MWR "flyers" and "Plan-of-the-Day" announcements. Yet, he is concerned that the divisional representatives are not really getting and presenting the "right" ideas to the Committee, because only the pro-active and more outspoken crew members are being heard.

f. Negative Organizational Outcomes

None were noted by shipboard leadership.

g. Perceptions of Overall Satisfaction Level of the Crew

The CO's commitment and enthusiasm appears to set the tone for the remainder of this ship's crew. His perception of MWR programs onboard is "very good."

The majority of the shipboard leadership interviewed perceived that the crew is generally well-satisfied with programming because it is driven aggressively and enthusiastically from the top and all issues are acted upon rapidly.

However, the RSO, Funds Custodian, and Command Fitness Coordinator (CFC) were frank about the challenges of their positions, even though they said the crew seems "pretty happy" with MWR. The RSO noted that, although the CO drives the program very well, the enthusiasm level falls down a bit in the CPO Mess and, consequently, the Sailors sometimes do not realize what is already out there for them. The Funds Custodian indicated that the happiest Sailors tend to be the "sports guys" and those married. The CFC agreed with the RSO, emphasizing that half the crew does not take advantage or have knowledge of the ship's facilities and services. However, he said the other 50 percent was "really participative."

V. RECOMMENDATIONS AND CONCLUSIONS

A. RECOMMENDATIONS AS PERCEIVED THROUGH SHIPBOARD LEADERS

As part of the researcher's structured interviews, key shipboard leaders, including the Commanding Officer, Executive Officer, Command Master Chief, Recreation Services Officer, and selected Department Heads, were asked to make recommendations for improvement of their ship's recreation services programs. These recommendations were made from the standpoint of the local unit and Bureau of Personnel (BUPERS) resource bases. The shipboard leaders were asked to address MWR improvements that could more effectively align programming to positive organizational outcomes that support mission readiness.

1. Ship Number 1

The Commanding Officer (CO) noted that his ship does not benefit from other ships' successes as well as it could. He said that, in submitting write-ups for fleet recreation awards, it is important to seek feedback and emulate other winning programs. The CO emphasized that Navy leadership must go beyond the awarding of "Golden" and "Silver Anchors" for retention, and focus on initiatives "tied to excellence in people programs." He recommended that BUPERS develop a personnel excellence award similar to the "Battle E" that all fleet units would be eligible for. He stressed that introducing this award would provide a greater incentive to improve MWR. The CO also alluded to deployment port visits, noting that the Navy is reluctant to give ships extra days for visits. He said that the

present system is bound by artificial constraints, like meeting the 180-day maximum deployment constraint, and makes it more difficult to identify and carry out "quality" port visits. He recommended that Navy leadership consider a system that would allow ships to voluntarily extend deployments to enhance port visit opportunities and quality.

The Command Master Chief (CMC) recommended that the ship develop a standardized maintenance program for the Life Cycles onboard. He also indicated that the recreation gear locker should be expanded and more effectively marketed for the crew's use.

At the Department Head (DH) level, it was suggested that the actions of the MWR Committee and MWR Council be characterized by greater formality because there are too many existing assumptions regarding the crew's needs and wants. Secondly, several Department Heads felt that MWR should tighten up its funds usage, citing the great expense of a recent Christmas party and its negative impact on the popular discount coupon program. Thirdly, Department Heads believed the ship needed a better onboard gym complex, citing that the use of various fan rooms was space limiting and inappropriate. In addition, they felt that the ship should be allowed to arrange a long-term lease or maintenance contract with an outside supplier for fitness equipment.

2. Ship Number 2

The CO felt that his command's focus is "right where it should be" in regard to MWR programming. He noted that, because the ship's MWR services are so constrained by the inconsistent availability of non-appropriated funding, the MWR funding levels will continue to decrease as the number of underway days decrease. He recommended that

BUPERS strongly consider appropriated funding augmentations, particularly in the fitness and athletic equipment area, and allow for additional profit margins in the ship's stores. (This is an action item for the fiscal year 1997 Fleet Fitness Initiative)

Several unique recommendations were offered at the Department Head level. One DH emphasized that the shore establishment (Fleet Recreation Coordinators) need to communicate with and support the fleet more effectively. A second DH recommended a close look at the funds rules governing the purchase and use of the MWR vehicles, so that the vehicle is not underutilized or subject to "free-for-all" patterns of crew demand. He said that the rules governing the use of the ship's van were too restrictive and needed to be relaxed to effectively support the crew and get people to the activities they desire in a more timely fashion.

Although this DH demonstrated that the ship was impressively outfitted with fitness equipment, he noted that the Navy must do a better job of supporting physical fitness at sea. He emphasized that base MWR staff should be more geared to the seagoing Sailor.

3. Ship Number 3

The Executive Officer, speaking on behalf of the CO, focused on personal fitness and recreation support. In the personal fitness area, he said there was too much variability in the ship to ship administration of these programs and that a funding "floor" was needed in the Navy's MWR program in order to channel all ships to the right answers. He emphasized that training and recreation services issues should work hand-in-hand with facilities issues, indicating that the Navy faces a challenge in justifying the need for fitness instructors and how to train them. He noted that guidance and funding for MWR-related

training is a top issue in ships' quality of life agendas in the 1990s. He said recreation program support from ashore resources, including the Fleet Recreation Coordinator, was impressive overall, but indicated that shore sources must do a better job of getting information "pushed" to the ships rather than the ships having to "pull" most of the available services.

The Command Master Chief perceived a need to cater more effectively to the single Sailor and better facilitate MWR-provided transportation systems. He said that specific funds should be set aside for these purposes and that ships should be allowed to raise their own money and write their own instructions governing the use of raised dollars in these areas.

At the Department Head level, several officers recommended that the Navy seriously consider developing ship alterations to allocate permanent spaces for workout facilities onboard new and existing constructions. They recommend that BUPERS liaison with Naval Sea Systems Command (NAVSEA) to explore the feasibility of providing facilities that would meet the physical readiness needs of a growing number of dedicated crew members. One Department Head indicated that ships need to market their need for appropriated funding support more effectively, particularly to offset critical shortages in non-appropriated funding in low operations tempo periods like shipyard overhauls. He reiterated that the shore establishment must do a better job of advertising the "real good deals" to fleet units, particularly referring to the services provided by shore-based sports bars and clubs. They should make their presence more visible and ensure that all rank

structure levels have access to the programming information. He also said the base clubs should completely eliminate their surcharges.

However, another DH supported maintaining the status quo. He said that it was unreasonable to fix relatively minor problems with the limited availability of non-appropriated funding, and did not see any major improvements that should be made in the short-term. He stressed that shipboard MWR leaders should alter the mind set of crew members so that they understand that they have good programs and can really reap the benefits. He also emphasized that MWR must ensure that cash is dispensed properly and that a dynamic array of activities continue to be carried out.

The Recreational Services Officer recommended four internal program improvements, including keeping Sailors better informed through full briefing of Naval Station, San Diego activities during command indoctrination; getting the Committee, as a whole, to be more pro-active in running and planning events; building commitment and enthusiasm throughout divisional representatives; and planning well ahead through POD notes and bulletin board announcements.

4. Ship Number 4

The Commanding Officer was adamant about the need for consistent appropriated funding of new fitness equipment, so that non-appropriated MWR funding can be diverted to a diversity of other mission support activities. He emphasized, however, that MWR program leaders must assure quality activities under the dollar constraints, which only allows the imagination to go so far.

The XO reiterated the CO's perception that more should be made available to MWR through OPTAR and appropriated funds so that the ship can rely on more than shipboard vending and store profits (non-appropriated funds) and not feel so hard-pressed to come up with the necessary funding to satisfy a cross-section of crew desires. He admitted that DoD was currently doing an excellent job in anticipating and starting to meet new fleet MWR facility and service needs.

The CMC recommended that shore support continue on the positive path it is treading. He noted that the Fleet Recreation Coordinators have been "fabulous" in exerting renewed emphasis and providing diverse opportunities, particularly for single Sailors. He felt that the ship's underway programs were extremely effective, and were driven by the openness and support demonstrated throughout the chain of command. He criticized the Naval Station for diverting excessive funds to the Child Development Center, which he said benefits a relatively small amount of personnel and exerts a major impact on the availability of other base MWR programs to single fleet Sailors.

The Recreation Services Officer (RSO) restated the need for increased appropriated funding of fitness equipment, which frees up more funds for use elsewhere, but said these augmentations should be regulated carefully. He believed that the ship's interface with shore MWR representatives was effective and committed in both directions.

5. Ship Number 5

The majority of shipboard leadership emphasized that improving MWR services and facilities during deployment periods should be the principal focus of the MWR program, from the BUPERS and local command levels. The Recreational Services Officer strongly

recommended that satellite phone systems be integrated on all classes of Navy ships. Currently, only aircraft carriers and larger amphibious ships have been receiving these new systems. The RSO believes that the satellite systems would facilitate better communications with friends and loved ones at home, through the use of satellite phone cards and subsidizing of inport phone calls in foreign ports. The ultimate objectives of this system are improved funding, communications, and ties to home.

Senior officers also emphasized that better leadership will make a critical difference in the delivery of managed MWR programs. They felt that BUPERS and fleet leadership should push almost exclusively for non-alcohol related activities, especially in visiting ports where Sailors often spend the majority of their time staring at the walls inside local bars and clubs. The RSO stressed that MWR cannot afford to be channeled to absolutely one principal activity in foreign ports; it must provide the devoted manpower and dollars to set up a diversity of activity opportunities, so that Sailors will think twice before making a beeline to the local night clubs.

6. Ship Number 6

The Commanding Officer emphasized that BUPERS MWR leaders need to get out to the ships more to assess and service shipboard MWR requirements on a first-hand basis. He said that this could have a great impact in the justification of more appropriated funding for athletic and fitness equipment. He added that BUPERS should consider giving grants to those units who can justify real-time MWR facility and service needs.

Although the XO felt the Navy's MWR system was generally effective and not in need of wholesale improvements, he stressed that the administrative burden must be

reduced, specifically identifying the excessive reports, purchase orders, and audits required. He was concerned that each time something useful is suggested, more administrative burden will result.

At the Department Head level, there was a general concern that the Navy lacks the support facilities that the other services enjoy, but those interviewed indicated that these facilities were steadily improving. One Department Head said that some significant changes were needed in the diversity of base programs, but that the focus and funding of shipboard MWR should remain largely the same. He reiterated the CO's belief that BUPERS should consider direct grants when unit need can be justified. This DH recommended that MWR funding be tied directly into the new Learning Resource Centers, and that ships be offered the opportunity to apply for block grants through BUPERS and the Chief of Naval Education and Training (CNET) to support such initiatives. He also believed that block grants should be applicable to fitness equipment purchases. In general, the Department Heads felt that MWR funding resources should not shrink in parallel with the downsizing of force structure.

The RSO, CMC, and Command Fitness Coordinator (CFC) recommended that BUPERS seriously consider the utility and cost-effectiveness of hiring full-time recreation officers, similar to those assigned to aircraft carriers. In general, they felt that shipboard MWR needed a more dedicated, less time-constrained support system than that currently provided by the collateral duty RSO. Internally, they emphasized that continual improvements must be made in getting MWR information out to the deckplate, giving more

Sailors access to relevant message traffic, and generally educating crew members more effectively on their MWR opportunities.

B. AFLOAT MWR ISSUES, PROBLEMS, AND RECOMMENDATIONS

1. Significant Gap Between Officer and Enlisted MWR Perceptions

a. Problem

In the afloat Navy today, a considerable gap still exists between enlisted and officer perceptions of the positive outcomes resulting from managed MWR programs. This separation of perceptions and, ultimately, understanding and commitment has been evident since the founding of MWR. In fact, this was a great concern during mobilization of forces for World War I.

The broad divisions that remain between Sailors and their Wardroom leaders are punctuated by the large differences in their commitment and attitude toward MWR programming. The root cause of the problem may lie in the inconsistent communication, marketing, and portrayal of MWR at the Division Officer and Chief Petty Officer levels. After exploring the results of the field questionnaire and structured interviews of shipboard leaders (Chapter 4), it was evident that senior officers generally had strong confidence that the ships' MWR programs were creating positive organizational outcomes. They felt that programs were sustained by effective communication and feedback throughout the chain of command and giving committee representatives ownership of event planning and execution.

In contrast, the majority of enlisted Sailors who responded to the questionnaire expressed some degree of dissatifaction with MWR, low participation in visible programs, and the feeling that MWR contributes something less than it should toward positive social outcomes. Many Sailors felt that shipboard leaders did not demonstrate the commitment necessary to build crew satisfaction and enthusiasm to actively participate.

From leadership's standpoint, the Sailor either does not realize the spectrum of managed recreation opportunities offered, or does not fully understand how MWR is administered and the program limitations and cost constraints that Commanding Officers and Recreational Services Officers have to endure. Furthermore, the Sailor may not be properly informed of the ship's intervening, operational priorities, may not be asked for real-time inputs from shipboard leadership, or may merely suffer from apathy toward the MWR system.

b. The Recommendation

In order to increase command mission readiness and productivity, there must be congruency in the vision, mission, and supporting goals and objectives of deckplate Sailors, their immediate supervisors and Chief Petty Officers, and Wardroom leaders. Like in any team sport, pulling together and closing the traditional leadership - Sailor communications and perceptions gap is contingent on reflective feedback systems that involve mutual trust, commitment, listening, and loyalties. The CO can have a significant influence in bridging this gap by establishing hands-on precedents such as frequent all-hands, divisional, and E-5 (Second Class Petty Officer) and below "Captain Calls,"

appearances on the ship's site television systems to enable real-time response to the crew's MWR and other quality of life concerns, and other informal feedback systems such as the "CO's suggestion box" and impromptu querying of crew members during the working day.

2. Frequent Breakdowns in Unit Cohesion

a. Problem

The cohesion of many of the Navy's afloat units is fragmented and inconsistent. The problem could be moderated through the integration of managed MWR programming into the hour-to-hour and day-to-day routines of the workplace to create a source of social interactions for the crew. As it stands, crew members frequently seek their social affiliations outside the realm of their ship, and often in a nonconstructive manner. Colonel Larry Ingraham used the "Boys in the Barracks" scenario to address the breakdowns in unit cohesion that he feels plague too many U.S. military commands and units, and have provided our adversaries, notably the North Vietnamese, a distinct competitive advantage in the combat environment. (Ingraham, 1984)

b. The Recommendations

In order to be a social and support organization for the Sailor, shipboard leaders should sustain the cohesion - combat / organizational effectiveness relationship through dynamic, enriched, and balanced managed MWR programs that continually reflect the current makeup and desires of their crews. The Sailor can be significantly motivated by the development of primary social affiliations with shipmates, enhancing his or her self-esteem, sense of belongingness and safety, and sense of family. Shipboard commanders should be more universally aware of potential alienation of Sailors from their divisional

shipmates, and address this issue through better adaptation of managed MWR programs. Managed recreation programs should be geared toward frequent and sufficiently long associations between groups of Sailors. In addition, due to the traditional social separations across the enlisted and officer rank structures in the Navy, the cohesion produced by recreation and other team building activities within peer groups is absolutely essential in keeping the unit mission ready. As Dr. Charles Moskos emphasized, the intraunit interaction must be group-oriented and fraternalistic, not individualistic and contractual.

In order for afloat recreation to truly work hand-in-hand with mission readiness, many units must do a better job of reversing the negative effects of the so-called "Boys in the Barracks" syndrome, as related by Colonel Ingraham in his discussions of Army soldiers, and which easily can be paralleled to Navy Sailors living onboard ship. Over the years, this phenomena has created increasingly large social distances between the enlisted, Chief Petty Officer, and officer communities onboard ship. On some ships, critical social gaps exist between, for instance, First Class Petty Officers *and* Third Class Petty Officers and Seamen. While these tendencies are traditional and considered necessary divisions to ensure maintenance of good order and discipline, they have torn at the very fabric of cohesion, team building, job satisfaction, and organizational commitment among our Sailors. It is absolutely essential for ships to value the impact of managed MWR on the integration of the work and nonwork environments, to use MWR as a vehicle to provide vital status-sorting consequences among differing peer groups, and to foster the development of close interpersonal associations, teams, and collective sentiments critical to keeping the command mission- and combat-ready. Shipboard commands can ill afford to be

skewed further in the direction of individualistic, contractual organizations, and, through active, dynamic MWR integration, can make significant progress in developing consistently group-oriented, collaborative command climates.

3. Commanding Officer's and Shipboard Leadership's Knowledge, Commitment, and Enthusiasm

a. The Problem

There still is wide diversity in the depth and dynamic properties of MWR programming onboard fleet units. Much of this variance can be attributed to widely differing visions of shipboard Commanding Officers and subordinate leaders in regard to the priority level given to MWR programming in support of their ships' operational missions. Without a motivating and participatory voice from the apex of the command, young single Sailors, in particular, generally will not be empowered with the recreation opportunities, educated with the requisite recreation skills, or engrained with the enthusiasm and commitment necessary to expand their participation and satisfaction levels in the nonwork domain. Consequently, negative perceptions of organizational and personal social outcomes, including cohesion, job satisfaction, and wellness, are likely to pervade the ship's crew and drive morale to low levels.

b. The Recommendations

Shipboard leaders must be trained and engrained with the mindset that top leadership and management involvement in managed recreation is critical in providing the persuasion and encouragement to participate. Understanding that the majority of prospective fleet Commanding Officers have scarce experience with the actual

administration of MWR programs, it would be advisable that, before taking command, prospective COs be given current and very specific training regarding fleet MWR programming during Prospective Commanding Officer (PCO) School. This extended training could potentially decrease the variance and increase the standardization in MWR administration throughout the fleet, providing that commanders are personally committed to applying well-programmed MWR to solidify their command climates.

4. Failure to Integrate Boundaries Between Work and Nonwork Domains

a. The Problem

The boundaries between the work and nonwork domains are not always flexible and permeable, creating a potentially significant negative impact on job satisfaction and organizational commitment.

b. The Recommendations

With a rapidly shifting force structure composition in the 1990s, Navy ships must do a better job in uniformly integrating the objectives and activities of the work (operational contingencies) and nonwork (MWR and free-time activities) domains and aligning them with a mission readiness posture. Commanding Officers should universally be prepared to manage the work and nonwork environments of their Sailors, or at least value the Sailors' participation in managed MWR and the positive social and professional outcomes that will result. Fleet commands should open the work-nonwork boundaries, balancing managed MWR with everyday job tasking and sustaining awareness that Sailors' livelihoods depend on organized play and rest.

Leaders must be willing to address workers' whole lives in order to enhance their people's job satisfaction and organizational commitment. Kirchmeyer spoke of the influence of the "integration" and "respect" responses on the nonwork boundary, making increased commitment probable because recreation and associated activities will present values increasingly appealing to workers, elicit their loyalties, and increase their dedication, competence, and ultimate productivity. (Kirchmeyer, 1995)

Afloat Commanding Officers can also benefit from an expansionist theory of employee participation, which respects workers resources and contributions in both the nonwork and work domains. The primary means COs can achieve this important tradeoff are through well-managed and balanced MWR programs while underway, in visiting ports, and in home port. Commands would benefit through a greater amount and diversity of Sailor involvement in managed recreation activities, because of the likelihood of their positive spillover to job satisfaction and organizational commitment in the work domain, as Kirchmeyer described in the literature. (Kirchmeyer, 1992) Shipboard leaders would more universally serve their Sailors by realizing that there are abundant and expandable resources in the nonwork and work domains, and that these resources should be integrated to enhance the mission readiness and quality of life postures of their commands.

5. High Variance in Implementation of Command Fitness and Athletic Programs

a. The Problem

Full-scale, structured command fitness programs are not universally implemented or executed in the Surface Fleet, despite standardized directives from

BUPERS that commands should allot time for organized fitness activities a minimum of three times during the working week. While BUPERS has instituted stricter standards for the Physical Readiness Test Program, afloat commands still employ a wide array of approaches in satisfying the wellness outcomes desired from the program, from grudging compliance *to* commitment that continually exceeds BUPERS expectations. It should be of concern that there still is high variance in the enthusiasm and commitment dedicated to planning and executing high-quality and well-received fitness programming. These variations became clearly evident as officers and Sailors from each of the six ships participating in the research were interviewed and surveyed in San Diego.

b. The Recommendations

Navy ships need to universally implement full-scale command fitness programs as a direct correlate to a higher performance organization. Such an initiative potentially would enable Sailors to have greater energy, experience less fatigue and stress, and enjoy vastly enhanced mental and physical fitness. These outcomes are intuitively critical to a military unit's productivity, mission and combat readiness, and cohesion and teamwork across rank structure levels.

Although command fitness programs currently are mandatory for every afloat and shore-based Navy command, there has been inadequate uniformity and enforcement in the execution of these initiatives. The BUPERS MWR Division should be empowered with the necessary funding and personnel resources, in line with today's emphasis on upgrading "Quality of Life" programs, to become more visible throughout fleet units in inspection, training, and facilitation roles. For example, the researcher believes that

MWR program inspections should become a standard requirement throughout Naval ships. Presently, only Pacific Fleet commands are given formal MWR inspections. Furthermore, these inspections should devote less time to ensuring exacting compliance on funds custodian-related issues and spend considerably more time evaluating the "impact" of recreational services onboard ships -- specifically the depth of managed activities supporting positive organizational outcomes. This can be achieved through mandatory requirements for inspectors to collect feedback from crew members at all rank structure levels and receive a representative snapshot of command solidarity and enthusiasm for its existing MWR programs. Then, BUPERS, major commands, type commanders, and operational squadrons will benefit from having first-hand knowledge of whether their subordinate fleet units are achieving organizational outcomes through MWR that are running in tandem with mission support roles.

The positive correlations between recreation, fitness, and wellness found in Ragheb's 1993 study could serve the Navy's MWR leaders well as they attempt to uniformly align afloat commands to a mission support vision. Ragheb's research developed strong relationships between recreation/fitness participation and satisfaction *and* the wellness outcome in organizations, which he said consisted of physical, mental, emotional, social, and spiritual components. It also is essential to consider the expanded factors leading to the perceived wellness outcome, including health, recreation, job, family, and financial satisfaction. Each of these extended focuses potentially could be enlightening to all recreation service suppliers and stakeholders at all hierarchical levels.

Ragheb's wellness findings have been applied heavily in the corporate sector, but can be applied equally effectively as the Navy makes dynamic changes in its MWR strategy. Accordingly, it is becoming increasingly vital for afloat commands to devise means of measuring the cumulative effects of Sailors' participation in MWR programs encompassing media events, social activities, sporting events, fitness programs, outdoor activities, cultural activities, and group hobby activities. Command leaders must continually innovate and provide their Sailors with new, positive ways of enhancing their mental and physical health, and empowering crew members to voice their interests through responsive suggestion boxes, frequent Captain's Calls, and MWR Committee meetings that reflect the commitment of each shipboard division.

In addition, the design, implementation, and evaluation of top-notch wellness programs should initially be driven from the Commanding Officer and Executive Officer level, not directly from the Recreation Services Officers, who should serve as committed facilitators. Certainly, the ship's Sailors need to realize top leadership's vision, enthusiasm, and fiscal commitment to quality of life through managed MWR. The employment of self-directed MWR work teams representative of all rank structures onboard ship would be a superb vehicle to identify Sailors' needs, develop appropriate long-term plans for command wellness programs, bolster adherence and committed participation in command-sponsored wellness activities, and continually evaluate program outcome impacts and make necessary refinements. Unfortunately, the only means currently standardized throughout fleet units to measure wellness are the Risk Factor Screening procedure administered prior to each semi-annual physical readiness test (PRT) and the PRT itself. Since commands rarely have used

formal means of evaluating MWR program impact, they should uniformly track the type and frequency of their fitness programs, Sailors' participation levels at each link of the chain of command, and feedback on program satisfaction from the troops. As Kelley (1986) emphasized in the literature, perceptions from Sailors regarding their ship, job, MWR programs, and related positive outcomes should drive the evaluation of short-term effectiveness, while more quantifiable productivity and performance factors, such as absenteeism, turnover, and cost benefit comparisons, should eventually clarify long-term effectiveness.

6. Needs of Single Sailors Not Adequately Addressed

a. The Problem

The major sociological division between single and married Sailors has created significant challenges for Navy recreation services planners, who previously had not marketed MWR programs sufficiently to the single Sailor population. Considerable artificial and frequently invisible constraints traditionally have been placed on single Sailors, who frequently have not had the means or transportation to access off-base activities during liberty hours. Consequently, they have been constrained from participation in a great number of group MWR activities and opt instead to participate in more sedentary and individualized programs that contribute far less to positive organizational outcomes. Until the Master Chief Petty Officer of the Navy developed the 1995 Single Sailor Initiative, this issue had not been taken on comprehensively by BUPERS or the majority of local ship Commanding Officers.

b. The Recommendations

It is extremely important that BUPERS continue to dedicate personnel and monetary resources to achieve total quality in the delivery of MWR programs to single and married Sailors. The MCPON's Single Sailor Initiative is long overdue and represents a landmark component of a series of "Quality of Life" enrichments being made within DoD in the 1990s. The single Sailor programs are gaining visibility equal to the BUPERS fleet fitness initiatives, shipboard Learning Resource Center developments, and DoD's ongoing projects to upgrade Navy housing, bachelor quarters, and child care facilities and services.

Afloat commands need to formally indoctrinate young single Sailors to recreation opportunities in the shipboard environments during the initial stages of their tours, teach them how to recreate when necessary, and eventually mold their commitment to regular participation levels in MWR that will collectively impact the positive social outcomes, retention continuity, and mission success of the ship. Teaching recreation skills to young Sailors is fundamental in aligning MWR with readiness, but is frequently ignored by well-meaning Commanding Officers. DoD should rapidly approve the MCPON's proposal for one consolidated wellness and recreation facility in major fleet home ports. This would not only provide for potential economies of scale efficiencies, but would more importantly mold together crew members with diverse interests in an integrated setting, thereby providing an essential extension from the ship that directly shapes the shipboard environment.

7. Risks of Overprofessionalizing the Navy's Managed Recreation Processes

a. The Problem

There are two principal inherent dangers associated with the overprofessionalization and increased outsourcing and corporate sponsorship of the Navy's MWR programs, including the dangers of closing the boundaries between work and play and harboring the development of a false feeling of security regarding the market-driven trends of managed MWR in the 1990s. Many Commanding Officers may be lured into the belief that their MWR programs address all elements of Maslow's hierarchy of needs, when in fact some of their Sailors' basic needs of belongingness and / or safety are being ignored. This is particularly the case with young single Sailors reporting for their first ship tours. In addition, overprofessionalization of MWR may hamper the integration of the work and nonwork domains because of an overdependence on outside sources to satisfy Sailors' needs to recreate when in-house planning may provide Sailors what they want, when they want it, and at a relatively low cost. Overall, there has been too much emphasis on bottom-line, dollars and cents criteria at the expense of dedicated focus on positive social outcomes for the unit.

b. The Recommendations

The Navy would do well to fully adopt the innovative managed recreation approaches espoused by the National Recreation and Parks Association (NRPA) to provide a general framework for enrichment of afloat MWR. The NRPA's principal visions are to facilitate a lifelong focus on wellness and growth activities and to develop balanced

programs that maximize opportunities for continual improvements in group dynamics variables, productivity variables, job satisfaction and organizational commitment, development of physical and mental capacities, and overall wellness of the organization.

To ensure overall stability and integrity of programs, ship commands should govern MWR based on interdivisional commitment to a participatory democracy and reflective feedback loops. This means that the "deckplate" should have hands-on empowerment to give representative input that shapes formal programming actions of the MWR Committee and Council. In addition, the MWR program must have unconditional commitment and enthusiasm from all links in the leadership and management hierarchy. Particularly for the sake of its highly-tasked afloat commands, the Navy must view managed recreation as more than a customer-driven profession, capital-driver, and means to enhance productivity, profitability and economies of scale. Often, there has been the tendency to focus on commodity-driven leisure instead of addressing current Sailors' desires at different rank structure levels. This problem can be likened to the analogy of recreation to entertainment and consumption instead of action and creation, which can place rigid economic limitations on access to recreation opportunities, especially for single Sailors.

In a time of considerable professionalization, Sailors must be able to share responsibility in planning, administering, and evaluating recreational services programs. Shipboard leaders must challenge them to innovate and exceed their expectations. Integrated actions and interactions, motivated by committed interpersonal communication and community, must be emphasized.

One can reflect on Person's 1987 experiment that demonstrated that groups using participative goal setting found a greater perceived involvement in group decision making processes, and greater job satisfaction associated with greater performance outcomes. Fleet units should develop recreation, athletic, and fitness groups that produce enhanced group unity and satisfaction with group goals. Furthermore, units should focus on the process goals, vice strictly outcome goals, required to achieve positive group performance outcomes from managed recreation. Recreation activities should balance production, play, and community.

The Navy should uniformly subscribe to "social networks research," as described in the literature, in evaluating the extended relationships and interaction patterns that form as a result of managed MWR. Social networks created by MWR are particularly important to each command, because of the influence of social relationships and structures on unit or group behaviors and decision making processes. This research also can have great impact in motivating non-participants, those constrained from participating, as well as those searching for enhanced social support and satisfaction.

Furthermore, in order to sustain an integration of the nonwork and work boundaries, leaders onboard fleet units must keep their collective eyes on the mission readiness aspects of MWR and ward off the advancing tendency to overcommercialize and outsource MWR programming at danger of reduced quality and risk management capability. Some precedent has been established permitting non-profit agencies to contract managed recreation to the Navy. However, commands must look beyond the tendency to merchandise "inanimate" commodities and market to delight "live" customers.

8. The Overcommercialization Issue

a. The Problem

With the increasing commercialization of MWR in the 1990s, many afloat MWR leaders are facing new external pressures regarding the sponsorship of some of their activities, and can easily lose their focus on mission support posture when MWR opportunities away from the ships become more abundant.

b. The Recommendations

Afloat units should uniformly regard the basic definition and interdependence of recreation with positive outcomes and mission readiness as the principal foundation in addressing their MWR programming. Currently, BUPERS is developing a series of strong visions, missions, and goals for managed recreation in a time of great competition, downsizing force structure, and considerable emphasis on cost control, but is not receiving uniform commitment, or even compliance, from the fleet. Recreation was defined in previous text as "the act of selecting, participating in, and reliving experiences that result in achieving and maintaining the balance required to live life fully and in the realization of human potential." The mission of recreation was defined in the text as "a vital component of a well-planned system of intervention directed toward creating self-sufficient, responsible, involved citizens, and toward breaking the cycles of poverty, addiction, violence, self-abuse, boredom, discrimination, and low expectations that are often the cause and result of life-long low self-esteem." These primary MWR foundations must be re-emphasized.

9. Quantification of MWR Program Impacts

a. The Problem

Overall, there has been insufficient quantitative data collection and associated analysis of the Navy's managed recreation relative to organizational studies conducted in the private sector. Unlike the corporate sector, the Navy has not aggressively quantified MWR successes through examination of shipwide participation and satisfaction levels and their impact on retention, reduced absenteeism levels and lateness, and other positive social outcome indicators. The high profile quantification studies conducted recently in the Navy are the BUPERS Leisure Needs Assessments (1986 - 1995) and various studies conducted by the Naval Health Research Center in San Diego.

b. The Recommendations

The Navy must extend itself beyond the qualitative acceptance and justification of MWR programs. It should conduct specific quantitative studies, data collection, and analysis addressing the impact of managed recreation and fitness on issues like recruitment, retention, advancement, and non-judicial punishment rates. These outcome factors should be examined as they pertain to productivity and related factors such as unauthorized absence and lateness. Furthermore, commands should be required to officially record and track Sailors' participation levels and emerging feedback pertaining to command fitness, athletic, and other recreation programs. Quantitative studies in these areas can justify the importance of overlapping the work and nonwork environments (Kirchmeyer, 1995) and ultimately reduce absenteeism and lateness and enhance crew wellness. The Navy is on the right track in addressing afloat unit needs, having completed a

10-year series of Leisure Needs Assessments in 1995. These assessments were targeted particularly to identify Sailors' belongingness and growth needs and to justify the positive organizational outcomes of specific MWR facilities and services.

10. Programming Requirements at Remote or Overseas Navy Bases

a. The Problem

MWR facilities and programming needs in remote and / or overseas bases, which include fleet units when underway or in visiting ports, have not been adequately addressed.

b. The Recommendations

The Navy should increase and refine its focus and emphasis on the depth of MWR programming provided in overseas and remote regions. These opportunities are of critical importance to the single Sailor, but are also essential to married Sailors due to severe limitations commonly found in off-base recreation services and facilities in remote locations. Facilities and services in these regions should be placed on at least a par with large bases located in population-concentrated locations, relative to the number of active duty personnel stationed on the "remote" base. This can be justified merely on the basis of constraints to the accessibility of substitute activities located outside the Navy MWR realm for married and single Sailors, particularly those who do not have the monetary or transportation resources to travel long distances to recreate.

11. Stress Management Awareness

a. The Problem

Navy afloat units are not uniformly and seriously educating their Sailors on the psychological and physiological aspects and impacts of stress in the shipboard environment, and on relevant, current, and healthy stress management techniques. Furthermore, ships generally do not actively integrate managed recreation to curb potentially harmful effects as individuals work through a series of stressful work tasks, including real-time weapons engagements, exercise requirements, readiness inspections, and emergent operational contingencies. Although healthy lifestyles are encouraged throughout the chain of command, the failure to sustain diverse and representative action plans for wellness and stress reduction has been discouraging. While it is true that many corporations have used military MWR fitness programs as benchmarks for development of their unique programs, Navy Sailors at the deckplate levels are frequently not reaping the beneficial social and professional outcomes that MWR leaders champion.

b. The Recommendations

Shipboard leaders, down to the divisional level, should strategically integrate managed recreation during each work day or major operational contingency, exercise, or inspection as an active means of reducing the negative impacts on performance that frequently can follow stressful tasks, operations, and / or engagements. MWR activities can re-energize these Sailors and enable them to regain their feeling of internal control and organizational commitment.

Navy MWR programs within fleet units need to be uniformly recognized as stress management and coping techniques that reduce feelings of threat, physiological distress, and the post-stress performance decrements already discussed. Managed MWR, particularly fitness and athletic programs, represents an "active" means of controlling or reducing psychological stress through physiological arousal. Gal and Lazarus (1975) emphasized how managed recreation can give groups or individuals a greater feeling of mastery and control in their activity environments that can effectively translate to satisfaction, productivity, and the diffusion of adverse stimuli in Sailors' working environments.

12. Constraints to Participation / High Variability / Low Standardization

a. The Problem

Fleet Sailors traditionally have faced obstacles that have prevented active participation in managed recreation programs. These constraints include 1) lacking interpersonal cohesion, meaning individual crew members do not have enough fellow Sailors to recreate with; 2) the cost and availability of transportation; 3) substandard knowledge and awareness of opportunities, usually due to either individual apathy, poor command feedback processes, or not having developed the ability to recreate in a sufficient diversity of activities; 4) inadequate facilities and recreation opportunities, often caused by poor maintenance and / or accessibility; 5) time management and work commitment conflicts; 6) failure to adequately develop recreation and athletic skills; and 7) general loss of interest.

Constraints proliferate because afloat commands face unique challenges in managing high variability in programming options, funding variability, and low standardization in a tremendously diverse and constantly changing operational climate. As discussed, available programs are frequently difficult to access uniformly across diverse shipboard demographic groups. In addition, appropriated funding also has been difficult to obtain, causing ships to rely too heavily on highly variable non-appropriated funding pools raised largely through ship's store and vending machine profits. Appropriated funding (APF) resources are not maximized either due to shipboard leadership's misunderstanding of the distinct categories of MWR programming and the APF levels available to Category A (mission essential) facilities and services, or an inherent command apathy toward taking advantage of these resources for such needs as afloat fitness equipment.

Commands that are well-educated on their appropriated fund resources have acquired substantial amounts of fitness equipment, while other ships have disadvantaged themselves through irregular use of their appropriations. It was evident that three of the ships visited in San Diego had acquired considerable recreation equipment by taking advantage of all mission essential appropriations for this purpose.

b. The Recommendations

Many of issues that constrain recreation participation can be solved through better command leadership, driven by the Commanding Officer and taken onboard through the departments, divisions, and Chief Petty Officer's Mess, stronger feedback loops, and ownership and commitment to MWR management and participation throughout the ship's rank structure. Sailors must be educated on the diverse opportunities and taught recreation

skills by their divisional leaders and supervisors if circumstances require. What ships do in-house to elicit committed participation and satisfaction levels among their crews during at-sea time or foreign port visits will go a long way in shaping Sailors' enthusiasm and commitment for MWR when more off-ship recreation activities are available in home ports. While additional funding would facilitate better transportation and access to managed recreation for shipboard Sailors, these augmentations cannot be depended upon over the long haul due to increasingly tight fiscal constraints and may unnecessarily raise Sailors' expectations of the MWR program to levels that cannot be managed within the boundaries the ship operates.

In regard to funding mission essential programs, Commanding Officers need to be better educated and mindful in the selective management of scarce nonappropriated resources to meet Sailors' emerging needs and eliminate wasteful funding of outdated or expensive programs with low value-added. This issue again dictates that COs should receive training on MWR administration prior to taking command, so that those without prior experience in MWR can manage NAF and APF funds efficiently and gradually eliminate the disturbing trend of funding mission essential programs with non-appropriated funds.

13. Substitutability in Managed Recreation

a. The Problem

Fleet units are not uniform in their motivations to substitute or interchange activities to reflect changing shipboard environments, operational commitments, and crew compositions. Many have failed to track and adapt quickly enough to these shifts, reacting

too slowly in developing managed MWR activities that break up the monotony and frequent intensity of shipboard working life and that sustain the cohesion, satisfaction, and wellness of the crew. As was brought forth by the field study, it is essential for shipboard leaders to realize the distinctly differing focuses of managed recreation in home port, underway, and visiting ports.

b. The Recommendations

Afloat commands in particular should plan and design programming for differing environments and contingencies well in advance, so that shipboard leaders can react quickly with substitute recreation activities when shifting operational requirements occur. There is a significant leadership challenge for the ship's MWR leaders, because they should be flexible enough to allow interchangeability of managed MWR activities, even when the tasks of the work domain seem to be swallowing them up. To assure positive social outcomes and mission support, Commanding Officers should ensure that shipboard MWR leaders adapt dynamic, core programs to rapidly changing shipboard circumstances and continually solicit the innovative resources and ideas of their Sailors.

In sustaining up-to-date interchangeability of managed MWR, afloat commands could benefit immensely from a formal enrichment program much like the Army's "Targets of Excellence" initiative. "Targets of Excellence" fosters an organized, cooperative management of what Pederson and Dexter (1993) described as "critical success elements" of recreation. These factors include leadership, information and analysis, strategic planning, human resources, and customer satisfaction, and are treated as equally important contributors to the integrity of recreation programming. A Navy program like

"Targets of Excellence," when applied to fleet units, would provide a "just-in-time" capability for identifying potential MWR improvements and continually reengineering regulations and procedures.

14. Responsiveness of the Fleet Recreation Coordinator Network

a. The Problem

Although Fleet Recreation Coordinators (FRCs) on major bases continue to improve their networking capabilities with fleet units, they generally could be more responsive to ship-to-shore communication of afloat units' wants and needs, as was discussed by the six ships involved in the field study.

b. The Recommendations

Fleet Recreation Coordinators should continue to assist BUPERS accurately assess the fitness, athletic equipment, and services requirements of local units, so that ample appropriated funding is obligated to meet Fleet Fitness Initiative criteria and boost overall crew morale and wellness. As a whole, Commanding Officers should repeatedly emphasize the critical impact of fleet fitness, sports, and other recreation equipment, the new Learning Resource Centers, and the use of appropriated funding to solidify these areas. Since the Fleet Recreation Coordinator cannot be expected to anticipate all emerging requirements of fleet units, it is incumbent on shipboard leaders to have visible commitment to their MWR programs, elicit the increased enthusiasm, understanding, and participation of their crews, actively interact with the fleet recreation staff, and optimize utilization of the FRC's resources and expertise.

The fleet recreation staff personnel can be of tremendous assistance in planning and facilitating such afloat activities as Sports and Fitness Days, Captain's Cup and Admiral's Award competitions, intramural sports programs, athletic tournaments, and ship's picnics. They are more than willing to get directly involved if the ship is fully aware of and willing to tap the FRC's support system.

C. WHAT THE NAVY CAN LEARN FROM THE CORPORATE SECTOR

The Navy can learn and benefit considerably in the future from corporate success stories such as those detailed in the text. The efforts of several major firms, most notably Tenneco and General Electric, to quantify the outcomes of recreation and fitness should be studied carefully by the Navy and applied where applicable by MWR administrators. Primary areas of interest for quantification studies could include adherence (participation) rates in command-sponsored managed MWR activities; health care costs and resultant savings from MWR; absenteeism rates; retention; recruitment; and other productivity-related factors. In addition, the Navy should attempt more studies to develop relationships between participation and satisfaction with MWR and resultant positive social outcomes. This is not to say that the Navy has not come a long way through its "Leisure Needs Assessments" and the research of several strong consulting organizations, such as the Conway studies at the Naval Health Research Center.

As the Navy continues to pursue cost effective outsourcing arrangements for MWR, it must be intently aware of not sacrificing high quality and rapid response to Sailors. This is particularly important with regard to fleet units, whose operational schedules often

preclude participation in the consistent diversity of MWR activities offered on shore bases. Contracting out for programming may effectively control economic costs and remove many liabilities, but may have a derogatory impact on quality and, perhaps, lead to reassumption of certain risk liabilities when the Navy feels the need to establish controls on the contracting organization.

As GE did in 1987, the Navy could determine a considerable amount about the character and mission readiness of fleet commands by comparing the benefits gained from command fitness programs with those gained from other recreation programs on the same ship. These potential benefits could be tracked by setting up a specified computer system to track participation levels, particularly in managed fitness programs that can have distinct impacts on reduced health risks and medical costs. Looking at job satisfaction, the Navy could use questionnaires addressing motivation-hygiene factors (Herzburg, 1959) to measure job satisfaction. In addition, the Navy could look at absenteeism and lateness data to provide economic justification for managed recreation and fitness, and could track the frequency, nature, and duration of medical visits involving active duty crew members.

The outsourcing arrangement that Texas Instruments (TI) has with the Texins Association represents optimum use of a non-profit organization to help achieve the vision, team building processes, and strategic and mission readiness objectives of the firm. Like TI, the Navy should aggressively use feedback provided through leisure needs questionnaires to address recreation programming improvements. The majority of ship commands can learn a great deal through the Texins Association's stress management, team building, and other activities geared to balancing the work and nonwork environments. Local Commanding

Officers should be encouraged and facilitated in the development of innovative, integrative approaches to enriching wellness and cumulative productivity through MWR, much like TI's Adventure Teaming and Desert Survival Programs. These recreation-based training programs can be applied directly to challenges encountered during working life, reducing stressors and enriching group interaction and cohesion.

D. CONCLUSIONS

With the rapidly shifting force structure composition and considerable downsizing actions still occurring within the Navy and DoD, it is essential that the afloat Navy commands further develop and sustain a fundamental and committed focus on the positive organizational outcomes and mission readiness implications which can result from professionally-executed, customer-delighting MWR programs. Furthermore, the BUPERS MWR Division and the Fleet Recreation Coordinator network should be facilitated with the time, appropriations, and additional professional talent necessary to continually support the fleet. BUPERS must be empowered to become more visible, active players in the implementation and restructuring of ships' MWR, particularly underway and visiting port programs. In a dynamic military culture today, it is critically important for shipboard leaders to adapt enthusiastically to the changing makeups and desires of their crews and respond to their Sailors diverse needs with a "just-in-time" focus. Through proper training and "actual" commitment to integrating the nonwork and work domains onboard their units, Commanding Officers will be able to effectively motivate the increased confidence of their crews' with the MWR system, drive participation and satisfaction levels significantly higher,

and observe the everyday impact of MWR on vital outcomes such as cohesion, job satisfaction, and wellness. Once all levels of shipboard leadership take ownership of MWR enrichment processes, quantifiable evidence, such as increased retention and reduced disciplinary cases, should begin to proliferate and the "deckplate" Sailors will develop confidence that their wants and desires will be heard and decisively acted upon.

1. Where Do the Results of the Field Study Point the Afloat Navy's MWR?

The results of the field research conducted onboard six Cruisers and Destroyers stationed in San Diego made it universally clear that the Navy still faces great challenges in creating satisfaction, and particularly increased participation rates, in the home port, underway, and visiting port phases of programming. The cross-tabulation data effectively demonstrated that Sailors' cumulative satisfaction levels with the different categories of MWR programming could be a significant driver of each positive outcome, as well as overall MWR satisfaction and perceptions of MWR's contribution to mission readiness. However, although Sailors on the majority of the ships had above average perceptions of their leadership's commitment to MWR programming, this confidence did not translate to corresponding participation levels, perceptions of specific positive organizational outcomes, or feelings that MWR programs are impacting the overall mission readiness of the ships. Furthermore, it was determined that aggregate participation levels in different phases of programming yielded little potential for establishing direct correlation of that variable with organizational outcomes and mission readiness. When the *single, 0-5 years of service* and *married, 0-5 years of service* demographic groups were selected for cross-

tabulation studies, similar results were obtained in all relationships. Perhaps, a wider cross-section of afloat units should be studied in efforts to establish potential for correlation between participation and positive organizational outcomes.

2. Key Implications from the Structured Interviews

The results of the field survey, coupled with the structured interview findings, make it extremely clear that too large a gap still exists between enlisted and officer perceptions of MWR programs' impact on the seven organizational outcomes addressed in the text. The majority of the officers and Command Master Chiefs interviewed were confident that their ship's MWR programs were meeting the expectations of crew members. However, the results of the field questionnaires indicated that the majority of respondents on the six ships actually were not participating regularly in MWR activities and expressed only marginal degrees of satisfaction with programming. The author believes that there are two broad reasons for the division in perceptions: (1) shipboard leaders are often caught in a static, traditional pattern when addressing MWR needs and, therefore, fail to market programs with maximum effectiveness and exceed crew members' expectations; and (2) enlisted Sailors often fail to become educated on MWR opportunities and limitations, choose not to engage themselves in improving MWR delivery processes, and become excessively critical of their superiors for not holding up their ends of the command feedback loop.

Although disconnects have continually emerged among the different levels of shipboard rank structures, a great deal can be learned from the structured interviews in aggressively aligning and integrating afloat MWR programming in concert with mission readiness, combat effectiveness, and the work domain. During the interviews, shipboard

leaders spoke glowingly of how their MWR programs have especially strong relationships with the morale, cohesion, wellness, and work stress reduction outcomes among their crews. They talked about the importance of getting programs to the point of where they support every Sailor and provide avenues for balance and positive life changes. Notably, leaders were also strong in their support for recent quality of life initiatives implemented by the Chief of Naval Operations and the Bureau of Naval Personnel.

One ship represented a prototype of how leadership can shape a balanced command focus on wellness and work stress reduction, through fitness, athletic, and other recreation initiatives, during an arduous deployment. This ship's CO has taken the lead in emphasizing that diverse MWR opportunities are essential to mission readiness through positive impacts on cohesion, stress reduction, and corresponding increases in job performance. Similarly, another has developed a strong foundation, through its committed and participative Wardroom and First Class Petty Officer Mess, for other job-related positive outcomes through strong cohesion, effective mixing of the nonwork and work environments, and creating one team and one unit.

Several formal and informal methods used by the ships to evaluate MWR planning and execution were key ingredients of program and organizational success. These methods primarily were used by the CO, through informal querying of the crew's desires; the RSO, through his commitment to MWR planning and execution; and the divisional MWR representatives, through direct interfacing with their parent divisions and active engagement with other representatives during committee meetings. Direct feedback loops up and down the chain of command were the most important. These avenues of communication can be

motivated effectively by activities such as E-5 and below Captain's Calls; the RSO's active tracking of the crew's desires through the MWR committee and other means; the maintenance of collaborative and visible MWR committees and councils; and frequent command-wide feedback questionnaires. Frequent committee meetings (at least bi-monthly) can be the one sure means of ensuring representative adoption of Sailors' recommendations, an efficient two-way feedback network, and education of the crew on the opportunities and boundaries of MWR programming.

The afloat Navy still needs to deal with the differing perceptions among its units on the depth and pertinence of MWR programming. In the structured interviews, most shipboard leaders felt that the diversity of programming was representative of the crew's desires and created a cross-mixing of activities between different levels of the chain of command. However, there were significant differences among ships in the perceptions of program diversity and representation expressed by Sailors in the survey. Consequently, these variations were reflected in relatively strong satisfaction and participation levels for some ships and extremely low participation and satisfaction for others. Generally, the number of crew members who really do not understand what is available to them remains too large. Furthermore, Sailors are creating additional obstacles to MWR delivery by directing their complaints to the wrong people and showing an unwillingness to engage in activity planning. For their part, shipboard commanders, despite having superb commitment on most ships visited, still are not consistently recognizing and balancing the unique needs and wants of the single and married populations. This is particularly true in the provisioning of MWR to single Sailors while in home port.

Two distinct divisions were found among the interviewed ships in assessing the roles of leadership in managed MWR outcomes. While four of the six ships believed that leadership has a clear responsibility and accountability for motivating crew participation and satisfaction with MWR from the top down, the remaining two ships identified their leaders' primary roles as providing a balancing force and "logic checks" on committee recommendations when warranted. The CO and XO of one ship succinctly summed up the impact senior shipboard leaders can have on MWR, noting that they are the "lynchpins" of program and organizational success.

Breakdowns in program effectiveness have occurred when vertical and horizontal communication and integration within the chain of command are compromised. This still commonly appears at the division officer and Chief Petty Officer levels on many ships, and was noted as an existing challenge by several ships participating in the study. While it is vital for the CO, XO, and Command Master Chief to take a strong lead in capturing the crew's commitment to MWR, it is probably more important for departments heads and their assigned division officers and Chiefs to interact frequently on MWR and other quality of life objectives, because this collaboration will have a much more direct and sustaining impact on Sailors. The involvement and feelings of ownership fostered for MWR programs within the Chief Petty Officers' and First Class Petty Officers' messes are the "X-factors" in driving the organizational successes that evolve from MWR to the "deckplate" level.

To assure consistency in MWR delivery, programming information and decisions should be free-flowing, widely disseminated, and represent a proper fit within time and operational schedule factors, particularly while ships are underway. This free

communications flow should always consider the bottom-up feedback loop, which often breaks down at middle management levels. Crew members should universally be given detailed training and orientation to MWR opportunities when they report onboard for duty so that the whole unit is in concert on what, when, where, why, and how to recreate. Young single Sailors in particular should be empowered with clear avenues for immediate participation and expression of program desires to the MWR committee.

3. Final Thoughts

Even though the gaps between afloat Sailors' and officers' participation and satisfaction in MWR *and* perceptions of corresponding organizational outcomes were greater than expected in the study, this should not be viewed as an attack on the course the afloat Navy is tracking with its local MWR programs. Certainly, the good potential relationships identified in the field research between Sailors' satisfaction levels and corresponding positive social indicators are evidence that the Navy's and BUPERS' accelerating focus on aligning MWR processes with these mission-support outcomes is getting a firm hold in much of the fleet. These results stand to get much better as long as Navy and shipboard MWR leaders, and Fleet Recreation Coordinators, continue to collaborate on innovative, timely delivery techniques and collectively ensure that the strategies and programming objectives set in motion by the Department of the Navy's 1995 "Quality of Life Comprehensive Assessment" and single Sailor initiatives are enthusiastically and uniformly captured by afloat commands. Ideally, command climate is shaped by the commitment, enthusiasm, and innovation of top leadership in the MWR arena. However, consistency will not be sustained during leadership transition unless the Chiefs and junior

division officers are one team and one unit. They are the essential link in spreading the anticipation and excitement to their people, exceeding Sailors' expectations, and integrating the artificial boundaries drawn between the enlisted and officer communities and the work and nonwork domains.

In support of closing these satisfaction gaps, further research studies should be pursued to attempt to directly quantify (correlate) MWR satisfaction, and perhaps participation, to cohesion, job satisfaction, organization commitment, and wellness, the social and professional outcomes best-documented and supported by strong quantitative studies in the literature. Furthermore, the studies of MWR's impact on satisfaction, positive outcomes, and mission readiness should be broadened to include a more complete array of demographic combinations, including augmented consideration of years of service, rank structure components, and department/division assigned. In order to do this, a larger and more balanced sample population should be chosen for each targeted ship.

APPENDIX A. THESIS HYPOTHESES

The following hypotheses were established as guidelines to assess the impact of a representative sample of the Cruiser-Destroyer Navy's managed Morale, Welfare, and Recreation (MWR) programs *on* organizational and mission readiness outcomes.

1. Participation in well-managed home port, underway, and visiting port MWR programs relates to positive organizational outcomes (morale; cohesion; job satisfaction; organizational commitment; work stress reduction; wellness; and good order and discipline).

2. Satisfaction gained from well-managed home port, underway, and visiting port MWR programs relates to positive organizational outcomes (morale; cohesion; job satisfaction; organizational commitment; work stress reduction; wellness; and good order and discipline).

3. Participation in well-managed home port, underway, and visiting port MWR programs relates to the degree of mission readiness on the ship.

4. Satisfaction with well-managed home port, underway, and visiting port MWR programs relates to the degree of mission readiness on the ship.

5. Positive perceptions of top leadership's commitment to MWR programming are related to the overall satisfaction of the crew with MWR programming.

6. Negative perceptions of top leadership's commitment to MWR programming are related to the overall dissatisfaction of the crew with MWR programming.

7. Positive perceptions of top leadership's commitment to MWR programming are related to medium to high participation levels of crew members in MWR programming.

8. Negative perceptions of top leadership's commitment to MWR programming are related to little or no participation of crew members in MWR programming.

APPENDIX B. THESIS QUESTIONNAIRE AND STRUCTURED INTERVIEW QUESTIONS: MANAGED MWR PROGRAMS AND POSITIVE OUTCOMES

THESIS QUESTIONNAIRE

MANAGED MWR PROGRAMS AND POSITIVE OUTCOMES

Dear Survey Respondent:

On the following pages you will find several different kinds of questions addressing the impact of managed Morale, Welfare and Recreation (MWR) programming on positive organizational outcomes. The questionnaire is broken down into five sections: Demographical Information; General MWR Programming; Home Port MWR Activities; Underway MWR Activities; and Visiting Port MWR Activities (any domestic or foreign port other than home port). The questionnaire asks for your perceptions, opinions, and satisfaction level with managed MWR activities and facilities sponsored by your ship. The principal focus is on group activities.

Please read each question carefully and note underlined text that is being emphasized. It should take no more than 30 minutes to complete the entire questionnaire. Please answer each item as honestly and frankly as possible. Your individual answers will be kept completely confidential.

This questionnaire will support the graduate thesis of LT David A. Kennett, USN (1110), "Mission Essential Service: An Evaluation of Afloat MWR Initiatives". LT Kennett is currently stationed at the Naval Postgraduate School in Monterey CA. The information you provide will be used by BUPERS to evaluate and improve managed recreation services and facilities afloat.

Thank you for your cooperation.

Sincerely,

DAVID A. KENNETT
Lieutenant, U.S. Navy

MANAGED MWR PROGRAM IMPACTS QUESTIONNAIRE

***SECTION A: **DEMOGRAPHICAL INFORMATION**

> THE FOLLOWING QUESTIONS COVER DEMOGRAPHIC INFORMATION THAT IS NECESSARY FOR PROPER EVALUATION OF DATA GAINED FROM SUBSEQUENT QUESTIONS.

1. **What is your gender?** _____ MALE _____ FEMALE

2. **What is your marital status?** _____ MARRIED _____ SINGLE

3. **What is your rank/paygrade?** _____ FILL IN AS APPLICABLE

4. **How long have you been onboard?**
   _____ LESS THAN 1 YEAR
   _____ 1-2 YEARS
   _____ GREATER THAN 2 YEARS

5. **Indicate your total years of active military service?**
   _____ 0-5 YEARS
   _____ 6-10 YEARS
   _____ 11-15 YEARS
   _____ 16-20 YEARS
   _____ GREATER THAN 20 YEARS

6. **What department/division are your assigned to?**
   _____ / _____

7. **What are your current career intentions?**
   _____ REENLIST
   _____ EXTEND
   _____ SEPARATION AT EAOS
   _____ PURSUE EARLY OUT PROGRAM
   _____ REMAIN ON A.D. INDEFINITELY (IF OFFICER)
   _____ INTEND TO RESIGN COMMISSION
   _____ UNDECIDED

***SECTION B: **GENERAL MWR PROGRAMMING QUESTIONS**

8. During each week, how often do you participate in MWR fitness, athletic, and other recreation activities?

____ Never ____1 or 2 times ____3 or 4 times ____5 or 6 times ____Every day

9. To what degree does the working environment onboard motivate you to perform your job better?

____Not at all ____Very Little ____Some ____Quite a Bit ____A Great Deal

10. To what degree do the fitness, athletic, and other MWR programs onboard motivate you to perform your job better?

____Not at all ____Very Little ____Some ____Quite a Bit ____A Great Deal

---

11. Rate your present overall level of the following social indicators (based on your perception of this ship's MWR programming):

MORALE:

____Poor ____Below Average ____Average ____Above Average ____Excellent

JOB SATISFACTION:

____Poor ____Below Average ____Average ____Above Average ____Excellent

ORGANIZATIONAL COMMITMENT (Motivation to perform primary and collateral duties):

____Poor ____Below Average ____Average ____Above Average ____Excellent

STRESS LEVEL:

____Very Low ____Moderately Low ____Average ____Moderately High ____Very High

WELLNESS (includes mental and physical fitness):

____Poor ____Below Average ____Average ____Above Average ____Excellent

12. How well is your work unit (division) represented on the ship's MWR committee?

____Not at all ____Very Little ____Fair Amount ____Quite a Bit ____A Great Deal

13. How well does the allocation (utilization) of MWR funds represent your desires for MWR programming?

____Not at all ____Very Little ____Fair Amount ____Quite a Bit ____A Great Deal

14. How well is recreational services information disseminated throughout the chain of command and advertised through bulletin boards, flyers, and POD announcements, etc.?

____Not at all ____Very Little ____Fair Amount ____Quite a Bit ____A Great Deal

15. How satisfied are you with the fitness and athletic space(s) and equipment onboard this ship?

____Not at all Satisfied ____Mostly Dissatisfied ____Mixed ____Mostly Satisfied
____Extremely Satisfied

16. How satisfied are you with the ship's recreation and entertainment supplies and equipment (not including fitness and athletic)?

____Not at all Satisfied ____Mostly Dissatisfied ____Mixed ____Mostly Satisfied
____Extremely Satisfied

17. Overall, how satisfied are you with the quality of your life onboard this ship?

____Not at all Satisfied ____Mostly Dissatisfied ____Mixed ____Mostly Satisfied
____Extremely Satisfied

18. Overall, how satisfied are you with the managed MWR activities and facilities offered onboard this ship (includes home port, underway and visiting port activities)?

____Not at all Satisfied ____Mostly Dissatisfied ____Mixed ____Mostly Satisfied
____Extremely Satisfied

19. To what degree do the fitness, athletic and other MWR programs provide a variety of activities to improve your Quality of Life?

____Not at all ____Very Little ____Fair Amount ____Quite a Bit ____A Great Deal

20. To what degree do managed MWR activities impact the quality of working life onboard?

____Not at all ____Very Little ____Fair Amount ____Quite a Bit ____A Great Deal

---

21. Overall, to what degree do fitness, athletics, and other MWR activities help you:

Release Frustrations Constructively:

____Not at all ____Very Little ____Some ____Quite a Bit ____A Great Deal

Reduce Stress Levels:

____Not at all ____Very Little ____Some ____Quite a Bit ____A Great Deal

22. Overall, how well do the MWR fitness and athletic equipment, spaces and programs onboard provide for your physical readiness needs?

____Not at all ____Very Little ____Some ____Quite a Bit ____A Great Deal

23. Do you think top levels of the command have positive or negative feelings toward managed MWR programming (including fitness, athletics, and other recreation activities)?

____Extremely Negative ____Moderately Negative ____Neither Positive or Negative
____Moderately Positive ____Extremely Positive

24. Overall, how well does this ship recognize the importance of being physically fit?

____Not at all ____Very Little ____Some ____Quite a Bit ____A Great Deal

---

25. Do you think that the physical fitness and weight standards are applied equally across the ranks?

____YES ____NO ____Don't Know

26. Do you think that your command has enough managed physical fitness programs and activities?

____YES ____NO ____Don't Know

27. Do you think that your command has effective weight control programs?

____YES ____NO ____Don't Know

***SECTION C: **HOME PORT MWR ACTIVITIES**

QUESTIONS #28-31 ADDRESS FITNESS, ATHLETIC, AND OTHER MANAGED RECREATION ACTIVITIES WHILE THIS SHIP IS IN HOME PORT. THE TWO SCALES BELOW EACH ACTIVITY/OUTCOME ITEM CORRESPOND TO QUESTIONS #1 AND #2 BELOW.

28. While in **home port**, **1) How regularly do you participate in the following ship-sponsored MWR athletic, fitness, and/or other recreational activities** and **2) How much does each activity contribute to your satisfaction (morale)?**

a. Intramural sports competitive leagues (various)

1) ____Don't Participate/Don't Want To ____Would Like to Participate and Is Offered
____Participate Occasionally ____Participate Regularly ____Not Applicable

2) ____Not At All ____Very Little ____Some ____Quite a Bit ____A Great Deal

b. Captain's Cup/Admiral's Award competitions

1) ____Don't Participate/Don't Want To ____Would Like to Participate and Is Offered
____Participate Occasionally ____Participate Regularly ____Not Applicable

2) ____Not At All ____Very Little ____Some ____Quite a Bit ____A Great Deal

c. Command Sports/Fitness Days

1) ____Don't Participate/Don't Want To ____Would Like to Participate and Is Offered
____Participate Occasionally ____Participate Regularly ____Not Applicable

2) ____Not At All ____Very Little ____Some ____Quite a Bit ____A Great Deal

d. Command Fitness Program

1) ____Don't Participate/Don't Want To ____Would Like to Participate and Is Offered
____Participate Occasionally ____Participate Regularly ____Not Applicable

2) ____Not At All ____Very Little ____Some ____Quite a Bit ____A Great Deal

e. Weight Training / Aerobics Class

1) ____Don't Participate/Don't Want To ____Would Like to Participate and Is Offered
____Participate Occasionally ____Participate Regularly ____Not Applicable

2) ____Not At All ____Very Little ____Some ____Quite a Bit ____A Great Deal

f. 10K / 5K Fun Runs/Walk

1) ____Don't Participate/Don't Want To ____Would Like to Participate and Is Offered
____Participate Occasionally ____Participate Regularly ____Not Applicable

2) ____Not At All ____Very Little ____Some ____Quite a Bit ____A Great Deal

g. Command Bowling Tournament

1) ____Don't Participate/Don't Want To ____Would Like to Participate and Is Offered
____Participate Occasionally ____Participate Regularly ____Not Applicable

2) ____Not At All ____Very Little ____Some ____Quite a Bit ____A Great Deal

h. Command Golf Tournament

1) ____Don't Participate/Don't Want To ____Would Like to Participate and Is Offered
____Participate Occasionally ____Participate Regularly ____Not Applicable

2) ____Not At All ____Very Little ____Some ____Quite a Bit ____A Great Deal

i. Command Billiards Tournament

1) ____Don't Participate/Don't Want To ____Would Like to Participate and Is Offered
____Participate Occasionally ____Participate Regularly ____Not Applicable

2) ____Not At All ____Very Little ____Some ____Quite a Bit ____A Great Deal

j. Command Volleyball Tournament

1) ____Don't Participate/Don't Want To ____Would Like to Participate and Is Offered
____Participate Occasionally ____Participate Regularly ____Not Applicable

2) ____Not At All ____Very Little ____Some ____Quite a Bit ____A Great Deal

k. Command Picnic/Barbeque

1) ____Don't Participate/Don't Want To ____Would Like to Participate and Is Offered
____Participate Occasionally ____Participate Regularly ____Not Applicable

2) ____Not at All ____Very Little ____Some ____Quite a Bit ____A Great Deal

l. Ship's Party

1) ____Don't Participate/Don't Want To ____Would Like to Participate and Is Offered
____Participate Occasionally ____Participate Regularly ____Not Applicable

2) ____Not at All ____Very Little ____Some ____Quite a Bit ____A Great Deal

m. Water recreation / boating trips

1) ____Don't Participate/Don't Want To ____Would Like to Participate and Is Offered
____Participate Occasionally ____Participate Regularly ____Not Applicable

2) ____Not at All ____Very Little ____Some ____Quite a Bit ____A Great Deal

n. Camping/fishing/hunting trips

1) ____Don't Participate/Don't Want To ____Would Like to Participate and Is Offered
____Participate Occasionally ____Participate Regularly ____Not Applicable

2) ____Not at All ____Very Little ____Some ____Quite a Bit ____A Great Deal

o. Command-sponsored tours to area points of interest

1) ____Don't Participate/Don't Want To ____Would Like to Participate and Is Offered
____Participate Occasionally ____Participate Regularly ____Not Applicable

2) ____Not at All ____Very Little ____Some ____Quite a Bit ____A Great Deal

p. Evening out at the ballpark/stadium (Major and Minor Professional Leagues)

1) ____Don't Participate/Don't Want To ____Would Like to Participate and Is Offered
____Participate Occasionally ____Participate Regularly ____Not Applicable

2) ____Not at All ____Very Little ____Some ____Quite a Bit ____A Great Deal

29. In your view, to what degree do <u>home port</u> managed 1) <u>fitness and athletic programs</u> and facilities AND 2) <u>recreation activities and facilities</u> (other than fitness and athletic) impact you in the following areas:

a. MORALE

1) ____Not at All ____Very Little ____Some ____Quite a Bit ____A Great Deal
2) ____Not at All ____Very Little ____Some ____Quite a Bit ____A Great Deal

b. COHESION (WITH GROUPS OF SHIPMATES)

1) ____Not at All ____Very Little ____Some ____Quite a Bit ____A Great Deal
2) ____Not at All ____Very Little ____Some ____Quite a Bit ____A Great Deal

c. JOB SATISFACTION (INC. POTENTIAL FOR RETENTION)

1) ____Not at All ____Very Little ____Some ____Quite a Bit ____A Great Deal
2) ____Not at All ____Very Little ____Some ____Quite a Bit ____A Great Deal

d. ORGANIZATIONAL COMMITMENT (MOTIVATION TO PERFORM PRIMARY AND COLLATERAL DUTIES)

1) ____Not at All ____Very Little ____Some ____Quite a Bit ____A Great Deal
2) ____Not at All ____Very Little ____Some ____Quite a Bit ____A Great Deal

e. WORK STRESS REDUCTION

1) ____Not at All ____Very Little ____Some ____Quite a Bit ____A Great Deal
2) ____Not at All ____Very Little ____Some ____Quite a Bit ____A Great Deal

f. WELLNESS (INCLUDES PHYSICAL AND MENTAL FITNESS)

1) ____Not at All ____Very Little ____Some ____Quite a Bit ____A Great Deal
2) ____Not at All ____Very Little ____Some ____Quite a Bit ____A Great Deal

g. GOOD ORDER AND DISCIPLINE

1) ____Not at All ____Very Little ____Some ____Quite a Bit ____A Great Deal
2) ____Not at All ____Very Little ____Some ____Quite a Bit ____A Great Deal

30. Overall, how satisfied are you with the level of MWR fitness, athletic and other recreation facilities and activities while this ship is in home port?

____Not at all Satisfied ____Mostly Dissatisfied ____Mixed ____Mostly Satisfied
____Extremely Satisfied

31. While in home port, to what degree do you feel that the ship's managed fitness, athletic and other recreation programs tie in to the mission readiness of your division/work unit?

____Not at all ____Very Little ____Some ____Quite a Bit ____A Great Deal

---

** SECTION D: **UNDERWAY MWR ACTIVITIES**

QUESTIONS #32-35 ADDRESS FITNESS, ATHLETIC, AND OTHER RECREATION ACTIVITIES WHILE THIS SHIP IS UNDERWAY. THE TWO SCALES BELOW EACH ACTIVITY/OUTCOME ITEM CORRESPOND TO QUESTIONS #1 AND #2 BELOW.

32. While **underway, 1) How regularly do you participate in or use these activities or spaces;** and **2) How much does each activity contribute to your satisfaction (morale)? [NOTE: Scales are the same for each activity listed]**

a. Shipboard Gym, Weight Room, and/or Fitness Center

1)____Don't Participate/Don't Want To ____Would Like to Participate and Is Offered
____Participate Occasionally ____Participate Regularly ____Not Applicable

2)____Not at all ____Very Little ____Some ____Quite a Bit ____A Great Deal

b. Underway Olympics

1)____Don't Participate/Don't Want To ____Would Like to Participate and Is Offered
____Participate Occasionally ____Participate Regularly ____Not Applicable

2)____Not at all ____Very Little ____Some ____Quite a Bit ____A Great Deal

c. Command Fitness Program

1)____Don't Participate/Don't Want To ____Would Like to Participate and Is Offered
____Participate Occasionally ____Participate Regularly ____Not Applicable

2)____Not at all ____Very Little ____Some ____Quite a bit ____A Great Deal

d. Team Challenges, Problem Solving Competition, Obstacle Course

1)____Don't Participate/Don't Want To ____Would Like to Participate and Is Offered
____Participate Occasionally ____Participate Regularly ____Not Applicable

2)____Not at all ____Very Little ____Some ____Quite a Bit ____A Great Deal

e. Bingo Tournament

1)____Don't Participate/Don't Want To ____Would Like to Participate and Is Offered
____Participate Occasionally ____Participate Regularly ____Not Applicable

2)____Not at all ____Very Little ____Some ____Quite a Bit ____A Great Deal

f. Card/Game Tournament

1)____Don't Participate/Don't Want To ____Would Like to Participate and Is Offered
____Participate Occasionally ____Participate Regularly ____Not Applicable

2)____Not at all ____Very Little ____Some ____Quite a Bit ____A Great Deal

g. Movie Night

1)____Don't Participate/Don't Want To ____Would Like to Participate and Is Offered
____Participate Occasionally ____Participate Regularly ____Not Applicable

2)____Not at all ____Very Little ____some ____Quite a Bit ____A Great Deal

h. Role Reversal / Halfway Nights

1)____Don't Participate/Don't Want To ____Would Like to Participate and Is Offered
____Participate Occasionally ____Participate Regularly ____Not Applicable

2)____ Not at all ____Very Little ____Some ____Quite a Bit ____A Great Deal

i. Sanctioned Auctions

1)____Don't Participate/Don't Want to ____Would Like to Participate and Is Offered
____Participate Occasionally ____Participate Regularly ____Not Applicable

2)____Not at all ____Very Little ____Some ____Quite a Bit ____A Great Deal

j. Talent Shows/ Concert

1)____Don't Participate/Don't Want To ____Would Like to Participate and Is Offered
____Participate Occasionally ____Participate Regularly ____Not Applicable

2)____Not at all ____Very Little ____Some ____Quite a Bit ____A Great Deal

k. Blue-Nose / Shell Back Initiation

1)____Don't Participate/Don't Want To ____Would Like to Participate and Is Offered
____Participate Occasionally ____Participate Regularly ____Not Applicable

2)____Not at all ____Very Little ____Some ____Quite a bit ____A Great Deal

l. Departmental/divisional party

1)____Don't Participate/Don't Want To ____Would Like to Participate and Is Offered
____Participate Occasionally ____Participate Regularly ____Not Applicable

2)____Not at All ____Very Little ____Some ____Quite a Bit ____A Great Deal

m. Picnics

1)____Don't Participate/Don't Want To ____Would Like to Participate and Is Offered
____Participate Occasionally ____Participate Regularly ____Not Applicable

2)____Not at All ____Very Little ____Some ____Quite a Bit ____A Great Deal

33. In your view, to what degree do the ship's managed underway 1) Fitness and athletic programs and facilities and 2) Recreation activities (other than fitness and athletic) impact you in the following areas:

a. MORALE

1) ____Not at all ____Very Little ____Some ____Quite a Bit ____A Great Deal
2) ____Not at all ____ Very Little ____Some ____Quite a Bit ____A Great Deal

b. COHESION (WITH GROUPS OF SHIPMATES)

1) ____Not at all ____Very Little ____Some ____Quite a Bit ____A Great Deal
2) ____Not at all ____Very Little ____Some ____Quite a Bit ____A Great Deal

c. JOB SATISFACTION (INC. POTENTIAL FOR RETENTION)

1) ____Not at all ____Very Little ____Some ____Quite a Bit ____A Great Deal
2) ____Not at all ____Very Little ____Some ____Quite a Bit ____A Great Deal

d. ORGANIZATIONAL COMMITMENT (MOTIVATION TO PERFORM PRIMARY AND COLLATERAL DUTIES)

1) ____Not at all ____Very Little ____Some ____Quite a Bit ____A Great Deal
2) ____Not at all ____Very Little ____Some ____Quite a Bit ____A Great Deal

e. WORK STRESS REDUCTION

1) ____Not at all ____Very Little ____Some ____Quite a Bit ____A Great Deal
2) ____Not at all ____Very Little ____Some ____Quite a Bit ____A Great Deal

f. WELLNESS (INCLUDES PHYSICAL AND MENTAL FITNESS)

1) ____Not at all ____Very Little ____Some ____Quite a Bit ____A Great Deal
2) ____Not at all ____Very Little ____Some ____Quite a Bit ____A Great Deal

g. GOOD ORDER AND DISCIPLINE

1) ____Not at all ____Very Little ____Some ____Quite a Bit ____A Great Deal
2) ____Not at all ____Very Little ____Some ____Quite a Bit ____ A Great Deal

34. While underway, how satisfied are you with the level of managed athletic, fitness and other recreation activities available on this ship?

____Not at all Satisfied ____Mostly Dissatisfied ____Mixed ____Mostly Satisfied
____Extremely Satisfied

35. While underway, to what degree do you feel that the ship's managed athletic, fitness, and other recreation programs tie in to the mission readiness of your division?

____Not at all ____Very Little ____Some ____Quite a Bit ____A Great Deal

---

*** SECTION E: **VISITING PORT MWR ACTIVITIES**

QUESTIONS #36 - 40 ADDRESS FITNESS, ATHLETIC, AND OTHER RECREATION ACTIVITIES WHILE THIS SHIP IS IN VISITING PORTS. THE TWO SCALES BELOW EACH ACTIVITY/OUTCOME ITEM CORRESPOND TO QUESTIONS #1 AND #2 BELOW.

36 and Related Questions.

A. While in visiting ports, 1) How regularly do you participate in the following managed athletics and fitness activities? and 2) How much does each activity contribute to your satisfaction (morale)?

1. Soccer, basketball, softball, football game, etc. vs. OTHER TEAMS

1) ____Don't Participate/Don't Want To ____Would Like to Participate and Is Offered
____Participate Occasionally ____Participate Regularly ____Not Applicable

2) ____Not at all ____Very Little ____Some ____Quite a Bit ____A Great Deal

2. Ship's organized athletic tournaments in conjunction with ship's parties

1) ____Don't Participate/Don't Want To ____Would Like to Participate and Is Offered
____Participate Occasionally ____Participate Regularly ____Not Applicable

2) ____Not at all ____Very Little ____Some ____Quite a Bit ____A Great Deal

3. Golf tournaments at local courses

1) ____Don't Participate/Don't Want To ____Would Like to Participate and Is Offered
____Participate Occasionally ____Participate Regularly ____Not Applicable

2) ____Not at all ____Very Little ____Some ____Quite a Bit ____A Great Deal

4. Command Fitness Program (if still part of ship's routine)

1) ____Don't Participate/Don't Want To ____Would Like to Participate and Is Offered
____ Participate Occasionally ____Participate Regularly ____Not Applicable

2) ____Not at all ____Very Little ____Some ____Quite a Bit ____A Great Deal

B. While in visiting ports, to what degree do the managed athletic and fitness activities impact the mission readiness of your division?

____Not at all ____Very Little ____Some ____Quite a Bit ____A Great Deal

37 and Related Questions.

A. While in visiting ports, 1) How regularly do you participate in the following managed recreation activities? and 2) How much does each activity contribute to your satisfaction (morale)?

1. Official tours sponsored and partially funded by shipboard MWR

1) ____Don't Participate/Don't Want to ____Would Like to Participate and Is Offered
____Participate Occasionally ____Participate Regularly ____Not Applicable

2) ____Not at all ____Very Little ____Some ____Quite a Bit ____A Great Deal

2. Ship's picnics / beach parties

1) ____Don't Participate/Don't Want to ____Would Like to Participate and Is Offered
____Participate Occasionally ____Participate Regularly ____Not Applicable

2) ____Not at all ____Very Little ____Some ____Quite a Bit ____A Great Deal

3. Departmental and divisional party funded by MWR

1) ____Don't Participate/Don't Want To ____Would Like to Participate and Is Offered
____Participate Occasionally ____Participate Regularly ____Not Applicable

2) ____Not at All ____Very Little ____Some ____Quite a Bit ____A Great Deal

4. Camping, fishing, and hunting trips

1) ____Don't Participate/Don't Want To ____Would Like to Participate and Is Offered
____Participate Occasionally ____Participate Regularly ____Not Applicable

2) ____Not at all ____Very Little ____Some ____Quite a Bit ____A Great Deal

5. Amusement park trips

1) ____Don't Participate/Don't Want To ____Would Like to Participate and Is Offered
____Participate Occasionally ____Participate Regularly ____Not Applicable

2) ____Not at All ____Very Little ____Some ____Quite a Bit ____A Great Deal

6. Trips to plays, shows, and/or concerts

1) ____Don't Participate/Don't Want To ____Would Like to Participate and Is Offered
____Participate Occasionally ____Participate Regularly ____Not Applicable

2) ____Not at all ____Very Little ____Some ____Quite a Bit ____A Great Deal

7. Community service projects and related goodwill missions

1) ____Don't Participate/Don't Want To ____Would Like to Participate and Is Offered
____Participate Occasionally ____Participate Regularly ____Not Applicable

2) ____Not at all ____Very Little ____Some ____Quite a Bit ____A Great Deal

B. While in <u>visiting ports</u>, to what degree do you feel that the managed recreation activities (not fitness and athletic related) impact the mission readiness of your division?

____Not at all ____Very Little ____Some ____Quite a Bit ____A Great Deal

38. In your view, to what degree do the ship's managed visiting port 1) fitness and athletic activities and facilities and 2) Recreation activities (not fitness or athletics related) impact you in the following areas:

a. MORALE

1) ____Not at all ____Very Little ____Some ____Quite a Bit ____A Great Deal
2) ____Not at all ____Very Little ____Some ____Quite a Bit ____A Great Deal

b. COHESION (WITH GROUPS OF SHIPMATES)

1) ____Not at all ____Very Little ____Some ____Quite a Bit ____A Great Deal
2) ____Not at all ____Very Little ____Some ____Quite a Bit ____A Great Deal

c. JOB SATISFACTION (INCLUDING POTENTIAL FOR RETENTION)

1) ____Not at all ____Very Little ____Some ____Quite a Bit ____A Great Deal
2) ____Not at all ____Very Little ____Some ____Quite a Bit ____A Great Deal

d. ORGANIZATIONAL COMMITMENT (MOTIVATION TO PERFORM PRIMARY AND COLLATERAL DUTIES)

1) ____Not at all ____Very Little ____Some ____Quite a Bit ____A Great Deal
2) ____Not at all ____Very Little ____Some ____Quite a Bit ____A Great Deal

e. WORK STRESS REDUCTION

1) ____Not at all ____Very Little ____Some ____Quite a Bit ____A Great Deal
2) ____Not at all ____Very Little ____Some ____Quite a Bit ____A Great Deal

f. WELLNESS (INCLUDES MENTAL AND PHYSICAL FITNESS)

1) ____Not at all ____Very Little ____Some ____Quite a Bit ____A Great Deal
2) ____Not at all ____Very Little ____Some ____Quite a Bit ____A Great Deal

g. GOOD ORDER AND DISCIPLINE

1) ____Not at all ____Very Little ____Some ____Quite a Bit ____A Great Deal
2) ____Not at all ____Very Little ____Some ____Quite a Bit ____A Great Deal

39. While in visiting ports, how satisfied are you with the level of managed athletics, fitness, and other recreation programs available?

____Not at All Satisfied ____Mostly Dissatisfied ____Mixed ____Mostly Satisfied
____Extremely Satisfied

40. While in visiting ports, to what degree do you feel that the ship's managed athletics, fitness, and other recreation programs tie in to the mission readiness of your division?

____Not at All ____Very Little ____Some ____Quite a Bit ____A Great Deal

STRUCTURED INTERVIEW QUESTIONS
SHIP VISITS 18-22 MAR 1996

The following questions will address shipboard managed recreation programs in home port, while underway, and in visiting ports. They will be further broken down into three areas: **FITNESS**; **ATHLETICS**; and **OTHER RECREATION** activities.

1. From the management and leadership perspective, what organizational outcomes are you striving to achieve with your managed fitness, athletic, and other recreation programs? (Include short and long-term outcomes of home port, underway and visiting port programs).

- FOR CO: What is your vision for the ship in regard to MWR programming and impact?

2. What methods do you employ to evaluate whether you are planning and executing high quality managed MWR programs?

3. What types of activities does the shipboard MWR program provide to improve the Quality of Life for your crew on a regular basis? How representative of crew desires are the variety of activities offered?

4. What roles does the shipboard "leadership" hierarchy play in creating the outcomes of managed welfare and recreation programs?

5. Is there strong support for these programs from all levels of shipboard leadership and management? How are MWR objectives and current and future programming communicated consistently up and down the chain of command?

6. Have there been any programmed recreation activities that have resulted in **negative** organizational outcomes?

7. Overall, how satisfied do you perceive the Sailors to be with the various shipboard MWR programs?

8. What modifications should be made to enrich the ship's managed MWR programs, 1) in home port, 2) while underway, 3) in visiting ports, to optimally support mission readiness criteria?

SPECIFIC AREAS FOR PROBING, IF ORGANIZATIONAL OUTCOMES ARE NOT SUFFICIENTLY ADDRESSED BY QUESTIONS ABOVE:

1. What impact have managed fitness, athletic, and other recreation activities had on the following outcome variables?

a) MORALE

b) COHESION (WITH GROUPS OF SHIPMATES)

c) JOB SATISFACTION (INC. POTENTIAL FOR RETENTION)

d) ORGANIZATIONAL COMMITMENT (MOTIVATION TO PERFORM PRIMARY AND COLLATERAL DUTIES)

e) WORK STRESS REDUCTION

f) WELLNESS (INCLUDES PHYSICAL AND MENTAL FITNESS FOR DUTY)

g) GOOD ORDER AND DISCIPLINE

APPENDIX C. CALCULATED MEANS BY RELEVANT QUESTION NUMBERS

Appendix C is a breakdown of the aggregate mean response values for each relevant question on the field survey. Means for part 2 of questions Q28A - Q28P, Q32A - Q32M, Q36A1 - Q36A4, and Q37A1 - Q37A7 were determined on a 3-point scale. All other means are based on a 5-point scale.

Question	Aggregate Mean
Q18	3.272
Q23	3.476
Q28A1	1.448
Q28A2	2.516
Q28B1	1.291
Q28B2	2.165
Q28D1	1.896
Q28D2	2.700
Q28K1	1.731
Q28K2	2.955
Q28L1	1.767
Q38L2	2.939
Q29A1	2.812
Q29A2	2.812
Q29B1	2.693
Q29B2	2.685
Q29C1	2.484

Question	Aggregate Mean
Q29C2	2.484
Q29D1	2.516
Q29D2	2.484
Q29E1	2.638
Q29E2	2.628
Q29F1	2.992
Q29F2	2.872
Q29G1	2.756
Q29G2	2.703
Q30	3.063
Q31	Cruiser 2
Q32A1	3.267
Q32A2	3.477
Q32C1	1.523
Q32C2	2.718
Q32M1	1.156
Q32M2	2.200
Q33A1	1.636
Q33A2	3.000
Q33B1	1.622
Q33B2	3.231
Q33C1	1.622
Q33C2	3.079
Q33D1	3.000
Q33D2	2.929

Question	Aggregate Mean
Q33E1	2.667
Q33E2	2.780
Q33F1	2.568
Q33F2	2.634
Q33G1	2.500
Q34	2.463
Q35	2.886
Q36A1A	2.951
Q36A1B	3.023
Q36A2A	1.544
Q36A2B	2.611
Q36A4A	1.663
Q36A4B	2.432
Q37A1A1	1.781
Q37A1A2	3.025
Q37A2A1	1.747
Q37A2A2	2.929
Q37A3A1	1.775
Q37A3A2	2.945
Q37A7A1	1.510
Q37A7A2	2.742
Q38A1	2.781
Q38A2	2.898
Q38B1	2.805
Q38B2	2.919

Question	Aggregate Mean
Q38C1	2.602
Q38C2	2.691
Q38D1	2.610
Q38D2	2.671
Q38E1	2.809
Q38E2	2.886
Q38F1	2.924
Q38F2	2.951
Q38G1	2.801
Q38G2	2.840
Q39	3.060
Q40	2.884

LIST OF REFERENCES

Albert, M., "HR Profit Power," *Personnel*, February 1990, pp. 47-49.

Asmus, J., "Telephone Interview," *Texins Association (Texas Instruments)*, February 1996.

Baun, W. and K. Wells, "Evaluation Processes Steer Tenneco's Health Promotion Program," *AWHP'S Worksite Health*, Summer 1995, pp. 44-47.

Baun, W., "Telephone Interview," *Tenneco Employee Fitness Programs*," February 1996.

Baun, W. B. and M. A. Landgreen, "Tenneco Health and Fitness: A Corporate Program Committed to Evaluation," *Journal of Physical Education, Recreation and Dance*, October, 1983.

Baun, W. B., M.S. and E. J. Bernacki, M.D., M.P.H., "A Preliminary Investigation: Effect of a Corporate Fitness Program on Absenteeism and Health Care Cost," *Journal of Occupational Medicine*, January 1986, vol. 28, no. 1, pp. 18-22, Williams and Wilkins, 1986.

Baylor, L. Dempsey, "Four Days Aboard the USS Carl Vinson: Journal of a Once-in-a-Lifetime Experience," *Parks and Recreation*, December 1994, pp. 49-52.

Bernacki, E. J., M.D., M.P.H., "The Relationship of Job Performance to Exercise Adherence in a Corporate Fitness Program," *Journal of Occupational Medicine*, July 1984, vol. 26, no. 7, pp. 529-531.

Bernacki, E., M. D., M.P.H., "Multi-faceted Corporate Medical Services Keep Tenneco 'Building on Quality' through Good Health," *Case Study 44 by American Productivity Center*, pp. 1-8, April 1985, American Productivity Center.

Bonds, J. B., "All Work and No Play. . . .," *Proceedings*, October 1983, pp. 144-147.

Boruch, F. and M. Boruch, "Your Work Can Be Child's Play," *Human Resources Magazine*, August 1995, vol. 40, no. 8, p. 60, Society for Human Resource Management, 1995.

Brawley, L. R.; Carron, A. V.; Widmeyer, W. N., "The Influence of the Group and Its Cohesiveness on Perceptions of Group Goal-Related Variables," *Journal of Sport and Exercise Psychology*, vol. 15, pp. 245-260, Human Kinetics Publishers, 1993.

Brawley, et al., "The Nature of Group Goals in Sport Teams: A Phenomenological Analysis," *The Sport Psychologist*, 1992, vol. 6, pp. 323-333.

Brawley, L. R.; Carron, A. V.; Widmeyer, W. N., "Assessing the Cohesion of Teams: Validity of the Group Environment Questionnaire," *Journal of Sport Psychology,* 1987, vol. 9, pp. 275-294.

Brunson, M. W. and B. Shelby, "Recreation Substitutability: A Research Agenda," *Leisure Sciences*, vol. 15, pp. 67-74, Taylor and Francis, 1993.

Busser, J. A. and D. Kuiper, "Corporate Challenge: An Olympic Success," *Parks and Recreation*, November 1994, vol. 29, no. 11, p. 38, National Recreation and Park Association, 1994.

Callander, B. D., "The Quality of Military Life," *Air Force Magazine*, June 1995, p. 64.

Carron, A. V. and K. S. Spink, "Internal Consistency of the Group Environment Questionnaire Modified for an Exercise Setting," *Perceptual and Motor Skills*, vol. 74, pp. 304-306, Perceptual and Motor Skills, 1992.

Carron, A. V. and K. S. Spink, "Team Building in an Exercise Setting," *The Sport Psychologist*, vol. 7, pp. 8-18, Human Kinetics Publishers, Inc., 1993.

Chang, O. H. and C. Boyle, "Fitness Programs: Hefty Expense or Wise Investment?," *Management Accounting*, January 1989, pp. 45-49.

Chapman, L. S., "Proof Positive: Analysis of the Cost-Effectiveness of Wellness," *GE Fitness Center*, 1995, Larry S. Chapman, MPH.

Conway, T. L., "Behavioral, Psychological, and Demographic Predictors of Physical Fitness," *Naval Health Research Center*, December 1987, no. 87-37, pp. 1-18.

Conway, S. W. and T. L. Conway, "Perceived Life Quality and Health-Related Correlates Among Men Aboard Navy Ships," *Naval Health Research Center*, October 1988, no. 88-43, pp. 1-19.

Conway, T. L., "Health and Physical Readiness Program Evaluation (Questionnaire)," *Naval Health Research Center*, 1987.

Cox, M. H., Ph.D., "Fitness and Life-Style Programs for Business and Industry: Problems in Recruitment and Retention," *Journal of Cardiac Rehabilitation*, 1984, vol. 4, pp. 136-142.

Cox, M.; Shephard, R. J.; Corey, P., "Influence of an Employee Fitness Programme upon Fitness, Productivity and Absenteeism," *Ergonomics*, 1981, vol. 24, no. 10, pp. 795-806, Taylor and Francis, 1981.

Culbertson, Amy L., "Navy Morale, Welfare, and Recreation Department, Leisure Needs Assessment Survey Navy-wide Results," *Navy Personnel Research and Development Center*, December 21, 1994.

Davis, L. E., Cherns, A. B. and Associates, *The Quality of Working Life - Problems, Prospects and the State of the Art*, Volume 1, The Free Press, A Division of Macmillan Publishing Co., Inc., 1975.

Debats, K., "Industrial Recreation Programs: A New Look at an Old Benefit," *Personnel Journal*, August 1981, pp. 620-627.

Debbs, G., "Interview - Sun Microsystems Employee Recreation, Family and Fitness Services," February, 1996.

Dempsey, L., "Fleet Recreation Today," *Trends*, 1990, vol. 27, no. 2, pp. 27-31.

Dishman, R. K., "Exercise and Sport Sciences Reviews," *Contemporary Sport Psychology*, vol. 10, 1982, pp. 120-159.

Driver, R. W. and R. A. Ratliff, "Employers' Perceptions of Benefits Accrued from Physical Fitness Programs," *Personnel Administrator*, August, 1982, pp. 21-26.

Falkenberg, L. E., "Employee Fitness Programs: Their Impact on the Employee and the Organization," *Academy of Management Review*, 1987, vol. 12, no. 3, pp. 511-522.

Fearn, M., "Shaping the Future of Parks and Recreation," *Parks and Recreation*, October 1994, vol. 29, no. 10, p. 65, National Recreation and Parks Association, 1994.

Finney, C., Ph.D., "Increasing Task Performance through Employee Recreation," *Employee Services Management*, 1984, vol. 27, no. 7, pp. 23-27.

Fischer, R. J., "An Overview of Performance Measurement," *Public Management*, September 1994, vol. 76, no. 9, p. S2, Information Access Company, 1994.

Fosdick, R. B., "The Activities of Welfare Organizations Serving with the A. E. F.," *Report to the Secretary of War*, June 1, 1919, pp. 1-7.

Fosdick, R. B., "Morale in the American Expeditionary Force," *Memorandum for General Pershing*, February 1, 1919, pp. 1-11.

Fosdick, R. B., "The Relation of Officers and Men in the A. E. F.," *Report to the Secretary of War*, April 17, 1919, pp. 1-7.

Freeland, J. W., "Why Not the Best?," *Journal of Property Management*, May-June 1990, vol. 55, no. 3, p. 8.

Froiland, P., "What Cures Job Stress?," *Training*, December 1993, vol. 30, no. 12, pp. 32-36.

Gal, R., Ph.D. and R. S. Lazarus, Ph.D., "The Role of Activity in Anticipating and Confronting Stressful Situations," *Journal of Human Stress*, December, 1975, pp. 4-18.

Giamatti, A. B., *Take Time for Paradise,* Summit Books, 1989.

Goodale, T., "Leisure Sciences: Impractical? Impenetrable?," *Parks and Recreation*, December 1994, pp. 14-17.

Hagan, J., ETCM (SW), "Single Sailors Quality of Life Brief," *Bureau of Naval Personnel (N-00D / PERS-00D)*, September 26, 1995.

Harden, J., "Armed Forces Recreation Services: Our Hallowed Ground Raison D'etre," *Parks and Recreation*, December 1994, pp. 24-25.

Harden, J., "In Support of Navy's Mission: Recreation Services Play Important Role," *Parks and Recreation*, December 1994, pp. 27-29.

Harden, J., "History of Navy Exchange and Morale, Welfare and Recreation Services," January 18, 1996.

Hartsoe, C. E., "Military Recreation: A Historical Perspective," *Trends*, 1990, vol. 27, no. 2, pp. 4-6.

Heck, S. K. and J. Hollenback, "GE Aircraft Engines Fitness Center Cost Effectiveness Study," March 1991, pp. 1-10.

Heeg, P., "Beyond Bivouac: Outdoor Recreation Programming for the Military Market," *Trends*, 1990, vol. 27, no. 2, pp. 16-26.

Helson, C. M., "NESRA's 1996 President Gloria Roque, RVESRA, Says She'll Focus on Getting Members What They Need," *Employee Services Management*, vol. 39, no. 1, pp. 19-23.

Helson, C. M., "No-Cost, Low-Cost Employee Services," *Employee Services Management*, January 1996, vol. 39, no. 1, pp. 6-10.

Henderson, W. D., *Cohesion; The Human Element in Combat*, National Defense University Press, 1985.

Holser, M. A., "DISSERTATION - "Evaluation of a Worksite Health Promotion Program Emphasizing Leisure Awareness Within a Navy Command," *Doctor of Philosophy, University of Oregon*, University of Michigan Dissertation Services, 1990.

Howard, J. and A. Mikalachki, "Fitness and Employee Productivity," *Canadian Journal of Applied Sport Sciences*, 1979, vol. 4, no. 3, pp. 191-198.

Hudson, N., "A Tough Road for Quality of Life; Services Squabble over Some of Blue-Ribbon Panel's Ideas," *Navy Times*, November 27, 1995, p. 8.

Ingraham, L. H., *The Boys in the Barracks*, Institute for the Study of Human Issues, 1984.

Jackson, E. L. and V. C. Rucks, "Reasons for Ceasing Participation and Barriers to Participation: Further Examination of Constrained Leisure as an Internally Homogenous Concept," *Leisure Sciences*, vol. 15, pp. 217-230, Taylor and Francis, 1993.

Jacobson, B. and B. Kaye, "Balancing Act," *Training and Development*, February 1993, pp. 24-27.

Jepson, F. E., Jr., "Morale, Welfare and Recreation Leisure Needs Assessment Questionnaire, Customer Survey 1993-1994," *Department of the Navy - Navy Personnel Research and Development Center*, 1994.

Kabanoff, B. and G. E. O'Brien, "Stress and the Leisure Needs and Activities of Different Occupations," *Human Relations*, vol. 39, no. 10, pp. 903-916, Tavistock Institute of Human Relations, 1986.

Kelley, J. M.; Riggan, J. E.; Rothman, N. L.; Swenson, Edward F., "Winning with Wellness Programs," *Management World*, vol. 15, no. 3, pp. 10-14, April/May 1986, Info Access Co., 1996.

Kelly, J. R., "Counterpoints in the Sociology of Leisure," *Leisure Sciences*, vol. 14, pp. 247-253, Taylor and Francis, 1992.

Kirchmeyer, C., "Managing the Work-Nonwork Boundary: An Assessment of Organizational Responses," *Human Relations*, vol. 48, no. 5, p. 515, Plenum Publishing Corporation, 1995.

Kirchmeyer, C., "Nonwork Participation and Work Attitudes: A Test of Scarcity vs. Expansion Models of Personal Resources," *Human Relations*, vol. 45, no. 8, pp. 775-794, Tavistock Institute of Human Relations, 1992.

Knitter, A., "JMBA Fitness Assessment Program," *Johnson Wax Company*, 1996.

Landers, D. M. and G. Lueschen, "Team Performance Outcome and the Cohesiveness of Competitive Coacting Groups," *International Review of Sport Sociology*, 1974, vol. 9, pp. 57-71.

Landgreen, M. and W. Baun, "Adhering to Fitness in the Corporate Setting," *Corporate Commentary*, November 1984, vol. 1, no. 2.

Malone, J., "Telephone Interview - JMBA Recreation Programs at Johnson Wax Co.," February, 1996.

Masterson, L., "How Effective is Military Recreation?," *Parks and Recreation*, November 1980, pp. 35-37.

McBeth, K., "New Opportunities for MWR," *Interservice*, Fall 1991, pp. 60-73.

McHattie, G. S., Ph.D., "Contractual Services: Solutions to the Risk Management and Quality Service Dilemma," *Employee Services Management*, January 1996, vol. 39, no. 1, pp. 13-15.

Mulligan, H. A., "A Kinder, Gentler Workplace," *The Monterey County Herald*, May 19, 1991, pp. 1C, 4C.

Nelson, D. L.; Quick, J. C.; Quick, J. D., "Corporate Warfare: Preventing Combat Stress and Battle Fatigue," *Organizational Dynamics*, vol. 18, no. 1, p. 65, American Management Association, 1989.

Nice, D. S. and T. L. Conway, "Exercise Patterns in the U. S. Navy," *Naval Health Research Center*, January 1988, no. 88-1, pp. 1-24.

Nice, D. S. and B. K. Kilbourne, "Demographic and Regional Determinants of Participation in Specified Exercise Activities," *Naval Health Research Center*, March 1988, no. 88-19, pp. 1-19.

Orthner, D. K., Ph.D. and L. I. Zimmerman, Ph.D., "Recent Leisure Trends Among Navy Personnel," *Trends*, 1990, vol. 27, no. 2, pp. 35-40.

Parks, S., "Improving Workplace Performance: Historical and Theoretical Contexts," *Monthly Labor Review*, vol. 118, no. 5, p. 18, U. S. Department of Labor, 1995.

Pederson, L. and L. Dexter, "Busting Bureaucracy from the Bottom Up: Targets of Excellence, Computer Management System for Military Recreation Personnel," *Parks and Recreation*, October 1993, vol. 28, no. 10, p. 37, National Recreation and Park Association, 1993.

Pexton, P., "Who's Unhappiest When Deployed?," *Navy Times*, November 27, 1995, p. 8.

Ragheb, M. G., "Leisure and Perceived Wellness: A Field Investigation," *Leisure Sciences*, vol. 15, pp. 13-24, Taylor and Francis, 1993.

Rhodes, E. C. and D. Dunwoody, "Physiological and Attitudinal Changes in Those Involved in an Employee Fitness Program," *Canadian Journal of Public Health*, September/October 1980, vol. 71, pp. 331-336.

Roberts, P., "Goofing Off; Playful Behavior," *Psychology Today*, July 1995, vol. 28, no. 4, p. 34, Sussex Publishers, Inc., 1995.

Shapiro, E. C., *Fad Surfing in the Boardroom*, Addison-Wesley Publishing Company, 1995.

Shephard, R. J., M.D.; Cox, M., M.Sc.; Corey, P., Ph.D., "Fitness Program Participation: Its Effect on Worker Performance," *Journal of Occupational Medicine*, May 1981, vol. 23, no. 5, pp. 359-363.

Shinew, K. J. and J. C. Crossley, "A Comparison of Employee Recreation and Fitness Program Benefits," Employee Benefits Journal, December 1988, pp. 20-23.

Simonson, P. E. and Capt. M. Pellum, "Morale, Welfare, and Recreation Quantification Study: 85," *Department of the Air Force*, Spring 1986.

Smith, S., "Talk About a Zone Defense," *Sports Illustrated*, September 14, 1988, p. 46.

Spink, K. S. and A. V. Carron, "Group Cohesion and Adherence in Exercise Classes," *Journal of Sport and Exercise Psychology*, 1992, vol. 14, pp. 78-86.

Stevens, D., "Shipboard Needs Assessment - Exercise / Recreation Gear," *Pers-651G1 Memorandum Regarding Fleet Recreation Initiative*, October 24, 1994.

Stevens, L. T. and T. L. Conway, "Exercise and Three Psychosocial Variables: A Longitudinal Study," *Naval Health Research Center*, November 1991, no. 91-31, pp. 1-44.

Stevens, D., "Shipboard Quality of Life," *Fleet Initiative Information for Comptroller*, October 1994.

Stevens, D., "Fleet Initiative and Shipboard Quality of Life," *Pers-651G Memorandum*, November 1, 1995.

Stevens, D., "Script: Fleet Fitness Initiative," *Slides No. 1 and 2 of 2*, October 1994.

Stevens, D., "Fleet Fitness and Recreation Equipment," *Memorandum for the Deputy Assistant Secretary of the Navy for Force Support and Families*, October 21, 1994, no. 1 of 2.

Stevens, D., "Fleet Fitness and Recreation Equipment," *Memorandum for the Deputy Assistant Secretary of the Navy for Force Support and Families*, October 21, 1994, no. 2 of 2.

Stewart, W. P. and R. B. Hull, IV, " Satisfaction of What? Post Hoc Versus Real-Time Construct Validity," *Leisure Sciences*, vol. 14, pp. 195-209, Taylor and Francis, 1992.

Stokowski, P. A., "Social Networks Research: A Developing Agenda," *Parks and Recreation*, July 1991, pp. 18-22.

Stormann, W. F., "The Recreation Profession, Capital, and Democracy," *Leisure Sciences*, vol. 15, pp. 49-66, Taylor and Francis, 1993.

Texaco article ("Coming Alive '95"') *Monterey County Herald*, March 15, 1996.

Tice, R. D., "MWR - More Than 'Fun and Games,'" *Parks and Recreation*, December 1994.

Tindall, B. S., "Beyond 'Fun and Games,'" *Parks and Recreation*, March 1995, vol. 30, no. 3, p. 86, National Recreation and Park Association, 1995.

Tobin, P. E., Rear Admiral, "MWR Hearings Before the Force Requirements and Personnel Subcommittee of the Senate Armed Services Committee June 22, 1993," *Military Clubs and Recreation*, August 1993, pp. 23-27.

Tsai, S. P., Ph.D.; Baun, W. B., M.S.; Bernacki, E. J., M.D., M.P.H., "Relationship of Employee Turnover to Exercise Adherence in a Corporate Fitness Program," *Journal of Occupational Medicine*, July 1987, vol. 29, no. 7, pp. 572-575, American Occupational Medical Association, 1987.

Tully, S., "America's Healthiest Companies," *Fortune*, June 12, 1995, p. 98-102.

Vacek, E., "Never on Sundays: Whatever Happened to Leisure?," *Commonwealth*, February 11, 1994, vol. 121, no. 3, p. 13, Commonwealth Foundation, 1994.

Welch, J., "Telephone Interview - Master Chief Petty Officer of the Navy's Single Sailor Initiatives," February, 1996.

Widmeyer, W. N. and R. Martens, "When Cohesion Predicts Performance Outcome in Sport," *Research Quarterly*, 1978, vol. 49, pp. 372-380.

Willard, R., "Telephone Interview - USAA's Recreation and Fitness Programs Relation to Positive Organizational Outcomes," January 1996.

Williams, J. M. and W. N. Widmeyer, "The Cohesion-Performance Outcome Relationship in a Coacting Sport," Research Quarterly, 1991, pp. 364-371.

Wimett, W. T., "Morale, Welfare and Recreation Customer Survey, Leisure Needs Assessment Questionnaire," *Department of the Navy - Navy Personnel Research and Development Center*, 1995.

Woodruff, et al., "Impact of Health and Fitness-Related Behavior on Quality of Life," *Naval Health Research Center*, December 1990, no. 90-26, pp. 1-17.

Woodruff, S. I. and T. L. Conway, "A Longitudinal Assessment of the Impact of Health/Fitness Status and Health Behavior on Perceived Life Quality," *Naval Health Research Center*, April 1991, no. 91-3, pp. 1-13.

"Armstrong Park Recreation and Fitness Center, Aquatic Center, and Child Care Center," *Johnson Wax Company*, 1996.

"Dallas Texins 1996 Priorities," *Texins Association (Texas Instruments)*, 1996.

"Department of the Navy Quality of Life Comprehensive Assessment," *Department of the Navy*, November 20, 1995, pp. 1-129.

"Employee Services Mission and Programs," *Sun Microsystems*, 1996.

"Free Time in the Armed Forces: A Study of the Armed Forces' Special Services and Recreation Programs," *The President's Committee on Religion and Welfare in the Armed Forces*, February 28, 1951, pp. ii-x, 1-79.

"JMBA Lifestyle and Leisure Guide," *Johnson Wax Company*, 1996.

"Morale, Pay, Must be Military's Top Priority," *News Tribune*, November 13, 1994, p. D4.

"NESRA Member Benefits," *National Employee Services and Recreation Association*, 1996.

"Obligations to the Force," *Air Force Magazine*, December 1995, p. 70, Air Force Association, 1995.

"Sailorphone Helps Crews at Sea Share Thanksgiving with Families," *PR Newswire*, November 21, 1995, PR Newswire Association, Inc., 1995.

"Sun Employee Benefits, and Services Resource Guide," *Sun Microsystems*, 1996.

"Texins Convenience Services Proposal," *Texins Association (Texas Instruments)*, 1996.

"Texins Recognition Program," *Texins Association (Texas Instruments)*, 1996.

INITIAL DISTRIBUTION LIST

1. Defense Technical Information Center 2
   8725 John J. Kingman Rd., STE 0944
   Ft. Belvoir, VA 22060-6218

2. Dudley Knox Library 2
   Naval Postgraduate School
   411 Dyer Rd.
   Monterey, CA 93943-5101

3. Alice Crawford 2
   Code SM/Cr
   Department of Systems Management
   Naval Postgraduate School
   Monterey, CA 93943-5001

4. Benjamin Roberts 1
   Code SM/Ro
   Department of Systems Management
   Naval Postgraduate School
   Monterey, CA 93943-5001

5. Lieutenant David A. Kennett 8
   308 Davis St.
   Portsmouth, RI 02871

6. Mr. John P. Harden 1
   Director, Quality of Life Department
   Naval Surface Warfare Center
   Indian Head Divsion (Code 01)
   Indian Head, MD 20640

7. Mr. Jerry Anderson 1
   Head, Mission Support Branch
   Bureau of Naval Personnel (Pers-651)
   7800 3rd Ave.
   NSA Memphis, Bldg. 457
   Millington, TN 38054

8. Mr. Dave Stevens 1
Head, Fleet Recreation
Bureau of Naval Personnel (Pers-651)
7800 3rd Ave.
NSA Memphis, Bldg. 457
Millington, TN 38054

9. Mr. Ron Willard 1
Recreation and Fitness Program Director
USAA
9800 Fredericksburg Road
San Antonio, TX 78288